NEGOTIATIONS IN BUYER-SELLER RELATIONSHIPS

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ABSTRACT

This research provides a basis for consideration of the nature of inter-personal interaction between buyers and sellers in a marketing context. It brings together the models of business relationship development and negotiations. Modern businesses recognise that some relationships are more profitable than others. As a result, the focus is now on retention of customers, greater openness and closer relationships between organisations and agreements leading towards more mutually beneficial outcomes between partners. This emphasises the strategic importance of inter-personal relationships and, specifically, negotiation behaviour. Indeed, negotiation in marketing is a core competence which is vital to ensuring the longevity of business relationships. Despite the recognition of this, there is very little research into negotiations in the context of relationship marketing.

Existing models of negotiation present a range of approaches from the extremes of the highly adversarial and competitive to integration and solution-building between the parties. Outcome success increases in importance to the negotiating parties as relationships develop into partnerships, and resource investment increases. Inter-personal interaction is characterised by exchange of information across a broad range of issues specific to the dyadic relationship. The process and nature of exchange becomes increasingly integrative.

One of the significant features of this work is that of its observation and exploration of real and substantive negotiations between buyers and sellers. In order to examine the nature of interactions, this thesis develops and tests a coding mechanism applicable to real-life negotiations, supported by interview and questionnaire instruments. Negotiations have been categorised into Early, Mid and Partner stages of relational development. The findings of analyses indicate distinct patterns of negotiator behaviour at different stages of relational development. This has implications for the development of marketing theory as well as the behavioural stances adopted by individuals engaging in negotiations. Findings can aid decision-making in developing business relationships and also provide a means of recognising individual negotiator competences. This leads to more effectively targeted preparation and planning for interactions as well as skills training and, ultimately, outcome success.

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I would also like to thank the research participants without whose patience and consideration in allowing me insight and access to their most contentious, collaborative and communicative interactions this research would not have been possible.

Finally, thanks to my family and friends. Special thanks to Mum and John who have supported me throughout and to my special friend, Charley, who spent hours sitting with me whilst I worked and in whose memory I dedicate this thesis.

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INTRODUCTION

CHAPTER 1 : INTRODUCTION

1.1 INTRODUCTION

This research project explores the nature of information exchange and process of buyer-seller negotiations in business-to-business markets. The key research questions investigated are –

(i) how do negotiations proceed between buyers and sellers when they are engaged in two types of relationship, ie., competitive and collaborative;

(ii) what is the process of information exchange during the negotiation;

(iii) how do partnerships between buyers and sellers develop.

The project is empirically-based and is characterised by its micro-level investigation into negotiations between buyers and sellers ie., observation of buyer-seller negotiations. The impact these have on evolving business relationships at both inter-personal and organisational levels is also discussed.

The study is of particular interest and relevance to marketing practitioners, both buyers and sellers, engaging in developing long-term relationships with their suppliers and customers through a process of negotiation. It is of similar interest to marketing academics who are engaged in researching this important field since it provides an in-depth insight into the nature of information exchanged between buyers and sellers at different stages of buyer-seller relational development. The contribution of this study is stated in terms of the mechanism developed to analyse negotiations and the subsequent findings from application of the mechanism to negotiations between buyers and sellers at different stages of relational development.

This introductory chapter presents a background to the study, an overview of the research project, the objectives, key terms used throughout this study, and the structure and organisation of the thesis.

1.2 Background to the Study

Marketing oriented organisations have for some years now been focusing on the retention of existing customers, rather than the acquisition of new customers, citing reasons of economic viability in an increasingly competitive marketing environment and the growing sophistication of customers (see for example, Jobber, 2001 and Kotler et al, 2001). Emphasis is similarly put on developing relationships with suppliers. Much is now made of characterising organisational buying behaviour of which negotiation is seen as a particularly important aspect. The central focus of buyer-seller interactions is not limited to the marketing mix elements but includes relational aspects such as inter-personal as well as inter-organisational trust and risk-sharing. Marketing relationships have been categorised into four groups (Gummesson, 1994) –

- classic marketing relationships: referring to supplier-customer or supplier-customer-competitor or physical distribution network type relationships;
- special market relationships: referring to customer interaction with the service encounter;
- mega-relationships: referring to the economy and society as a whole;
- nano-relationships: referring to internal organisational relationships.

This study is concerned with classic marketing relationships.

Exchange of goods or services for money, goods or services, remains the central premise of classic marketing relationships. The underlying conditions of a relationship between customers and suppliers are its mutual benefit to the parties (for profit or some other gain) and that the parties commit to adapting their behaviour to ensure its longevity. A high level of trust is, therefore, necessary to creating an appropriate degree of satisfaction in the relationship and its development. The work of the Industrial Marketing and Purchasing Group explains this with their 'interaction approach' to buyer-seller relationships. Key account management is an emergent body of literature which describes relational development. One model in particular, a five-stage evolutionary model: Pre-relationship Stage; Early Stage; Development Stage; Long-Term Stage and Final Stage is reviewed in depth. This model has been adapted and adopted and is used as the basis for gauging the relational development stage of the buyers and sellers observed negotiating in this study.

The emphasis given to building trust in order to evolve business relationships necessitates the exchange of relevant information. Information exchange is therefore, an important characteristic. This exchange process is examined at a micro-level in this study ie., the types of information exchanged at a face-to-face level. While the marketing literature discusses the drivers for relational development at some length, little attempt has been made to understand the nature of face-to-face interactions. Undoubtedly, reasons for this include the difficulty in observing real-life situations and, indeed, the sparcity of negotiations to observe, given the relatively small number of business relationships that achieve genuine partnership status within organisations.

1.3 THE RESEARCH PROJECT

This research project grew out of a personal interest in negotiation as an area of marketing that is under researched in the context of modern business relationships. The specific project, the examination of negotiations, led to discussions with Huthwaite International Limited (Huthwaite), a UK-based training organisation focusing upon development of sales management skills, and, from this, a project was developed. In the 1970s, Huthwaite (see Rackham and Carlisle, 1978) developed Behavioural Analysis, a technique they continue to use to analyse inter-personal interactions in training skills development programmes and their own research. In particular, Behavioural Analysis was used to develop their Skilled Model of negotiator behaviour. Recognising that this Skilled Model is under-researched, and that relationships have evolved considerably since their original model was developed, Huthwaite approached the researcher to investigate negotiator behaviour in the sales environment. The research project was particularly relevant to the researcher who, although having extensive personal experience of negotiating sales predominantly in the medical supplies and publishing business sectors, had become increasingly unhappy with the approach adopted to negotiation, the lack of analytical tools and overall guidelines in the new environment.

The difficulties experienced by sellers and buyers in achieving a good outcome for their organisation during negotiations have stimulated research efforts in a wide range of disciplines. There is a wealth of literature on sales negotiations which is characterised by its macro-level perspective, ie., it focuses on economic issues, emphasising managerial implications for strategic approaches to negotiating. Much of this literature refers to transactional negotiations. There is, however, an emergent body of literature on the benefits of buyer-seller partnerships leading to long-term competitive advantage. This important research asserts that negotiations move from focusing on transactional issues to collaborative and relational issues. New efforts into the process of negotiations in this evolving business climate are, however, required in order to gain a deeper understanding, ie., a micro-level exploration of the inter-personal behavioural aspects.

In-depth empirical research into the development of inter-organisational relationships is limited. There is even less research into the negotiation process within buyer-seller partnerships using an inter-personal behavioural analytic approach. This study was an attempt to partly fill these gaps.

This study seeks to investigate the nature of negotiations between buyers and sellers. The foci identified were developed after a literature review on classic marketing relationships and negotiations as well as an exploratory pilot study of senior managers involved in negotiated buying and selling activities. Investigation of issues was conducted using an exploratory and descriptive approach, followed by hypothesis testing based on collection of observation data and interviews.

This research has highlighted two key elements: firstly, the importance of the research design and, secondly, the development of an appropriate instrument by which to analyse inter-personal behaviour during negotiations. One reason for the apparent deficit in research is the highly intrusive nature of the research methods, since an understanding of the development of the relationship and interaction between buyers and sellers can only be fully realised through immersion into the processes of the parties involved. Moreover, there are longitudinal implications to research designs into business relationships formed to create long-term competitive advantage which are often preclusive to academic investigation. This study has, in part, overcome these problems. The Behaviour Analysis mechanism developed by Huthwaite was reviewed along with other mechanisms developed to analyse interpersonal interactions and subsequently used as the basis for the research instrument, expanded and developed to analyse negotiations.

The commentary on the research design – purpose of the study, conceptual context, research questions, methods and validity – together with the findings from the qualitative analyses, were extended into discussion of the theoretical implications. These provide the basis for advancing the study of negotiations in the context of an evolving business environment, and managerial implications for developing working relationships with customers and suppliers.

1.4 The Research Objectives

As a study into the process of sales negotiations, the overall aims were twofold –

(i) to investigate the nature of information exchanged between buyers and sellers during negotiations in the context of evolving business relationships;

(ii) to characterise negotiator behaviour at stages of relational development.

The investigation into the process of information exchange was intended to provide insights into the differences between competitive and collaborative negotiations where the participating organisations focus on longer-term relationships and to identify relevant inter-personal behaviours. This information can be extremely valuable in advancing the understanding of the evolution of buyer-seller relationships and provides practitioners with insights into their skills development requirements for those individuals involved in the process of building buyer-seller relations. By implication, the latter can provide trainers with the means by which to develop programmes to meet the needs of practitioners.

In order to achieve the overall aims, the following research objectives are advanced from the literature review:

(i) to identify the nature of the differences in information exchange between competitive and collaborative negotiation processes when the buyer-seller focus is longer-term;

(ii) to explore the impact of the process of information exchange on negotiation outcomes;

(iii) to evaluate the validity of the instrument developed to analyse negotiator behaviour based on the above findings;

(iv) to identify the issues negotiated at different stages of the buyer-seller relationship;

(v) to identify the characteristics of negotiator behaviour at different stages of the buyer-seller relationship;

(vi) to examine the differences in perceptions of buyers and sellers during negotiations.

1.5 TERMS OF REFERENCE

Key terms used in this thesis provide the reader with an understanding of the bounds and nature of the study. Terms that are used consistently to avoid ambiguity and confusion are –

- ***Relational development*** and ***relationship development*** refers to the Industrial Marketing and Purchasing Group's 'interaction approach' model of relationship evolution which is discussed in the context of key account management (KAM). A description of the stages of development are included in the Literature Review;
- Since ***negotiation*** is a central term used throughout this thesis it is worth commenting at this stage that it has been used by many authors but with little common definition. A definition is developed from the literature in Chapter 2 Literature Review;
- ***Customers-suppliers*** and ***buyers-sellers*** are used interchangeably to describe the dyadic phenomena under investigation in the context of classic marketing relationships;

- ***Information exchange*** refers to the process of exchanging knowledge about the marketing mix offered and accepted by buyers and sellers. This study views the negotiation as having a pivotal role in the information exchange process.

1.6 ORGANISATION OF THIS THESIS

The thesis is divided into chapters including literature review, research design, methodology, data analysis and discussion of findings, supported by appropriate appendices. Chapters 2 and 3 describe the theoretical foundations of the study. Chapter 2 provides a review of the literature on relationship marketing and negotiations in the context of customer-supplier relationships. Chapter 3 reviews the methodological approaches that existing researchers have taken to the analysis of negotiations. There is apparently no consensus on which approach to negotiation analysis is best for the current research context. The methodological approach has implications for the conduct of the research, including data collection techniques, and, therefore, the findings of research.

On the basis of the literature reviewed, a conceptual framework is developed in Chapter 4, which involves the key issues of the how negotiations proceed when buyers and sellers are engaged in transactional and collaborative relationships; the process of information exchange during the negotiation; and, how partnerships between buyers and sellers develop. Each of the key issues is described with reference to the relevant literature used to formalise the research design. This chapter also develops the research propositions on the elements of negotiations which differ between 'transactional' and 'collaborative' negotiations in longer-term relationships between buyers and sellers and the process of information exchange in sales negotiations, and the relevant characteristics of buyer-seller behaviour.

Chapter 5 presents the research methodology. The chapter discusses the relevant theories and practices which provided the basis for using and rationalising the methodology. It reviews the approaches to data collection used and the techniques and processes employed to analyse the data collected. This chapter describes how the research instruments were developed and how a sample was procured to apply the instrument.

Chapter 6 presents the data analyses and detailed findings of qualitative and quantitative analyses. Following this, a detailed discussion of the findings for each of the main relational stages identified throughout the research is presented. This enables review of the external validity of the dominant research instrument developed for this research study.

Chapter 7 concludes the study. This chapter revisits the research foci and highlights the value of the research findings and its contribution to the understanding of sales negotiations in the context of evolving business relationships. The managerial implications of the research findings on the key research issues are reviewed and directions for further research are proposed. This chapter includes a statement of limitations applicable to the research study.

CHAPTER 2

LITERATURE REVIEW

CHAPTER 2 : LITERATURE REVIEW

2.1 INTRODUCTION

This section firstly sets the background against which this research has been undertaken. It starts by discussing the relevant literature on the evolution and development of classic marketing relationships; setting the context for the following review of negotiations.

Classic marketing relationships, and the importance of inter-personal communication, is discussed through the development of the bodies of literature on relationship marketing (RM), customer relationship marketing (CRM), organisational buying behaviour, leading to the Industrial Marketing and Purchasing Group's 'interactionist' approach including networks, and, finally, relational development cycles and key account management (KAM). Negotiation is discussed in some depth, including the process of bargaining as it has been identified in sales processes.

Not only have marketing relationships evolved in recent years but so too have approaches to negotiation. There are two distinct styles: competitive, adversarial or transactional and integrative, co-operative or collaborative. A definition of negotiation is incorporated, based on the consensus of opinion among researchers, since there is apparently no common use of this term, particularly in the context of modem business relationships.

Negotiation outcomes, which extend beyond simple failure or agreement, are reviewed. A variety of strategies and tactics are used to achieve a mutually acceptable outcome to negotiations, be that by collaborative or competitive means. Characteristics include, for example, an emphasis on trust and the use of power (individual and situational); the role of flexibility and fairness; an aversion (or propensity) to take risks; and, the persuasive skills of the parties. Consideration is given to the factors that have been found to impact upon negotiator behaviour and the negotiation situation.

Little research has been conducted into the nature and process of inter-personal interaction and negotiation in the context of ongoing business relationships which are considered to be strategically important to the buyers and sellers involved. The literature review is followed by a discussion at the end of this chapter.

2.2 CLASSIC MARKETING RELATIONSHIPS

Marketing relationships have been categorised into four groups (Gummesson, 1994) –

(a) *classic marketing relationships:* referring to supplier-customer or supplier-customer-competitor or physical distribution network type relationships;

(b) *special market relationships:* referring to customer interaction with the service encounter;

(c) *mega-relationships:* referring to the economy and society as a whole;

(d) *nano-relationships:* referring to internal organisational relationships.

This research is concerned with classic marketing relationships.

Grönroos (1997) stated, *"if transactions are the foundation for marketing, the value for customers is more or less totally embedded in the exchange of a product (a physical good or a service) for money"* (p 407). The concept of exchange is a central theme of marketing which involves the transfer of both tangible and intangible entities (Bagozzi, 1975). Exchange of, usually, goods or services for money, goods or services, remains the central premise of classic marketing relationships. The underlying conditions of a relationship between a customer and supplier is its mutual benefit to the parties (for profit or some other gain) and that the parties commit to adapting their behaviour to ensure its longevity. A high level of trust is, therefore, necessary to creating an appropriate degree of satisfaction in the relationship and its development.

Within the context of classic marketing relationships, there is now wide acceptance of a paradigm shift from transaction based marketing to relationship marketing (see, for a summary of works, Veloutsou et al, 2002). The origins of relationship marketing (RM) are services and quality (see, eg., Gummesson, 2002). Grönroos (1997, 2000) summarises well the key differences between traditional exchange, or transaction based, and modern relationship marketing approaches, stating its nature is the value created for customers. In the transactional marketing approach, this added value relates strongly to the elements of the market mix (4Ps of product, price, place and promotion). This does not fit well with the relationship approach (refer, eg., Grönroos, 1996). With the relationship approach, value is added throughout the process, is emergent from the process and is clearly perceived by the parties (refer Table 2.1).

Table 2.1 Transaction vs Relationship Marketing

	Transaction	Relationship
Focus	Single sale	Customer retention
Orientation	Product features	Product benefits
Time Scale	Short	Long
Service Level	Little customer service	High customer service
Commitment	Limited	High
Customer Contact	Moderate	High
Quality	Concern of production	Concern of all

derived from Ballantyne et al (2000)

Conway and Swift (2000) and Hogg et al (1998) identified key value-adding variables of commitment, trust, customer orientation/empathy, experience/satisfaction and communication. More specifically, Ravald and Grönroos (1996) suggest safety, credibility, security and continuity result in commitment and trust. Boles et al (2000) found that value is added through the communication frequency and physical proximity between buyers and sellers. This is supported by Canon and Homburg (2001) who also mention that product quality plays an important role! Lapierre (2000) identifies key service related benefits as being flexibility and responsiveness, elements which are incorporated into Vida's (1999) conceptual model of cultural aspects impacting on negotiator behaviour.

The premise is that parties co-operate and become dependent upon one another and, as described by Dwyer et al (1987), the approach can be seen as a 'marriage' between the buyer and seller. Tynan (1999) has, however, subsequently criticised the use of this metaphor, suggesting it is now an outdated term in the context of relationship marketing since it does not capture the complexities of business to business relationships. Nonetheless, such collaborative arrangements, according to Ballantyne et al (2000), lead to significantly improved financial and market performance. This is supported by eg., Blois, 1997 and Johnson, 1999 who refer to relationships as strategic assets.

There are a number of reasons for the emergence of RM as a paradigm shift in marketing. Matthyssens and Van den Bulte (1994) highlighted key market changes: the move from short-term contracts to long-term close relationships; 'multiple sourcing' to single sourcing; threat of buying the suppliers to outsourcing and co-makership; tactical purchasing to strategic supply management; price being central to quality and competence of the supplier. Donaldson (1996) highlighted in addition the issues of total quality management (TQM) and innovations in supply chain management (just-in-time delivery (JIT), computer-aided design (CAD) and information technology (IT)). Zineldin (2000) draws the RM literature together with TQM suggesting further enhancements to the approach (referred to as Total RM ie., TRM) using specific processes and tools developed such as 'Kaizen' (change for better), 'Hoshin Kanri' (quality policy deployment) and 'Flowcharts' (or blueprinting). Payne and Frow (1997) discuss the relationship between customer retention and profitability, originally established in the seminal work of Reichheld and Sasser (1990). Similarly, as reviewed by Rich (2000), relationship 'selling' has moved from personal selling for short-term goals to a 'life-long process' in order to reap bigger rewards at a later date. Selling behaviour has evolved from traditional models of objection handling and closing (Strong, 1925) to investigation of needs eg., the 'SPIN-strategy' (Rackham, 1987) and the Counseller Selling model (DeCormier and Jobber, 1998). Drivers for the evolution from transactional to relationship based marketing are, therefore, summarised as:

- the recognition that not all customers are the same ie., some are high-value, others are unprofitable;
- move towards retention of customers, rather than acquisition of new;
- just-in-time concept leading towards greater openness between buyers and sellers;
- move from commodity-based transactions to speciality business and higher-value-added products, leading towards closer relationships resulting from the need for more detailed products specifications;

- trends in outsourcing, necessitating 'co-makership' agreements that require involved negotiation and conflict resolution processes and, ultimately, lead towards mutually beneficial outcomes.

Sheth and Sisodia (1999), in reviewing the development of marketing and literature, have categorised and described these influences as being 'location-centric' ie., relating to distribution and supply chain management, 'time-centric' ie., relating to speed of market development, 'market-centric' ie., relating to customer focus and satisfaction, and, 'competitor-centric' ie., relating to the need to compete in the marketplace.

Dwyer et al (1987) emphasise the importance of the inter-personal interaction process in RM approaches. They recognised that much work has been done in the area of transactional or 'tactical negotiations' between buyers and sellers, and calling for more to be done in the area of 'contractual' or 'structural negotiations' - an area which remains relatively untouched even today (Shaw, 1999; Keillor et al, 2000). A more recent review of RM by Veloutsou et al (2002) also highlights the need for greater understanding of the relational behaviour of marketing relationships. This is an important point when considering the comments made by Keillor et al (2000). These authors suggest the quality of interaction is a controllable determinant in satisfying customers which may be able to overcome perceived deficiencies with the actual product offering. This is supported by Rich and Smith (2000) who contend that employers should look to the ability of salespeople to adapt their 'social styles' to better match the expectations of the customer. It is generally accepted that a closer relational match between individuals results in longer-lasting relationships (refer eg., Bonoma, 1979) – in the words of Pullins et al (2000), *"cuddly sales people are better!"* (p 475).

Communication is the process by which business relationships are formed (Dwyer et al, 1987, Grönroos et al, 2001) – indeed, a fifth marketing perspective of 'individual relationships' was proposed by Gummesson (1994) which subsequently became part of his classic marketing category (Gummesson, 1996). Communication is the exchange of information (see, eg., Wren and Simpson, 1996; Sharma and Patterson, 1999) which, in turn, can lead to the development of the underlying glue for relationships – trust and commitment (eg., Wilkinson and Young, 1994; Millman, 1994; Peters and Fletcher, 1995; Lewicki, Saunders and Minton, 1997; Wren and Simpson, 1997; Hutt et al, 2000). Trust has been acknowledged to be crucially important in RM, particularly in the early stages of relational development. Rich (2000) suggests, however, that trust remains a poorly understood component at the customer level. He suggests an understanding of the patterns of behaviour which lead to a 'greater sense of trust' would enable sellers to adapt their behaviour in order to improve relationship performance.

In a similar vein, Millman (1994) describes 'unbundling' relationships and, in so doing, makes the important point that one component of the 'relational mix' comprises information exchange. Czinkota (2000) describes information as *"a crucial strategic resource."* This is not least because it is more easily measured than social interaction and so can be used to enhance our understanding of relational phenomena. Indeed, the body of literature on Game Theory, which focuses on developing an understanding of negotiations in a variety of contexts, expounds the importance of information available to decision-making parties, although acknowledges complete information is a rarity (refer, eg., Chatterjee and Samuelson, 1993). Baiman et al (2002) state that considerably more information is exchanged between parties engaged in a networked relationship than those engaged in an arms-length relationship although make the important point that information exchanged even in an ongoing and close relationship could be exploited or 'misappropriated'.

Information, which leads to knowledge acquisition, can be categorised into tacit and explicit or 'operational' forms (Bennett, 2001). Indeed, effective knowledge management has been found to contribute to innovation, change and competitiveness in the marketplace (Bennett and Gabriel, 1999). It is attributed to individuals and becomes a strategic asset in its own right (Dougherty, 1999). It has been suggested (Davenport, 1994) that up to two-thirds of information and operational knowledge derives from informal face-to-face interactions (the remaining from documentation) and that tacit knowledge ie., based on personal experience and observation, which is also informal, is seen to be essential for an organisation's success (Dougherty, 1999). Hendon et al (1999) have suggested that a typical US senior manager spends around 20% of the working day engaged in negotiations which increases to over 50% if the manager is undertaking international business.

The role of inter-personal interaction as social exchange has also been examined in this context (indeed, Halpern and Parks, 1996, make the important point that negotiation always occurs in a social context). Bohnet and Frey (1999) conducted face-to-face experiments with students who had previously limited experience of each other in a social context in order to determine the impact of social 'distance' on the outcome of a game. They found that the more the students interacted with each other the more they were prepared to reciprocate ie., reach an equitable solution. Broderick (1998) proposes that role theory (ie., the roles adopted by actors within episodes that relate to self-identity, social position and fulfilment of social expectations which lead to social integration) can be used to describe the nature of attitudinal and behavioural interaction. She argues that role development and congruence can provide a *"focus on role consistency in service provision as a factor in successful service company performance"* (p 81).

Albeit argued specifically for services marketing (because of their ostensibly intangible characteristics and, therefore, reliance on inter-personal exchange) this point is nonetheless relevant in all business relationships which rely on individuals to communicate at an inter-personal level. It also intimates the importance with which inter-personal exchanges should be viewed by organisations and the need for their appropriate management throughout the lifecycle of key relationships. Support for this, in the context of inter-personal conflict resolution, is reported recently by Rudawsky et al (1999). These authors state that individuals' reactions to negative feedback became increasingly collaborative where they had closer relationships. This is also suggested by Brett et al (1999) who, in highlighting deficiencies in negotiation research ie., its focus on antecedants and consequences, have proposed a conceptual model which looks to emphasise the roles of social interaction in a judgment and decision-making framework.

Other considerations are personal motivations and the impact of communications media. Beersma and Dreu (1999) found that outcomes are less collaborative where individuals are motivated to achieve personal goals ie., 'egoistically motivated', while those who are more focused on achieving team goals ie., 'prosocially motivated' obtaining higher, more collaborative outcomes (although the authors acknowledge motivation can be influenced by appropriate incentives!). Purdy and Nye's (2000) analysis of different communications media (face-to-face, videoconferencing, telephone and computer-mediated communication) found the most effective means in terms of outcome efficiency, time taken and satisfaction of the parties, was face-to-face interaction. These authors also found that face-to-face interaction was more likely to result in collaboration between the parties. A contention also supported by Valley (1999).

Figure 2.1 describes Broderick's view of the evolution of relational exchange as it occurs at internal ie., between members of organisations, and external ie., with other parties, levels (specific references to services have been removed). The model describes the theoretical perspectives of interactions between internal and external 'customers' including various dimensions of role theory. It suggests an evolutionary pathway towards an integrated exchange proposition. Stages are an initial transactional focus moving to a relational focus before building into an integrated focus. It is a particularly useful theoretical framework for understanding the nature of the exchange process as it unfolds over time.

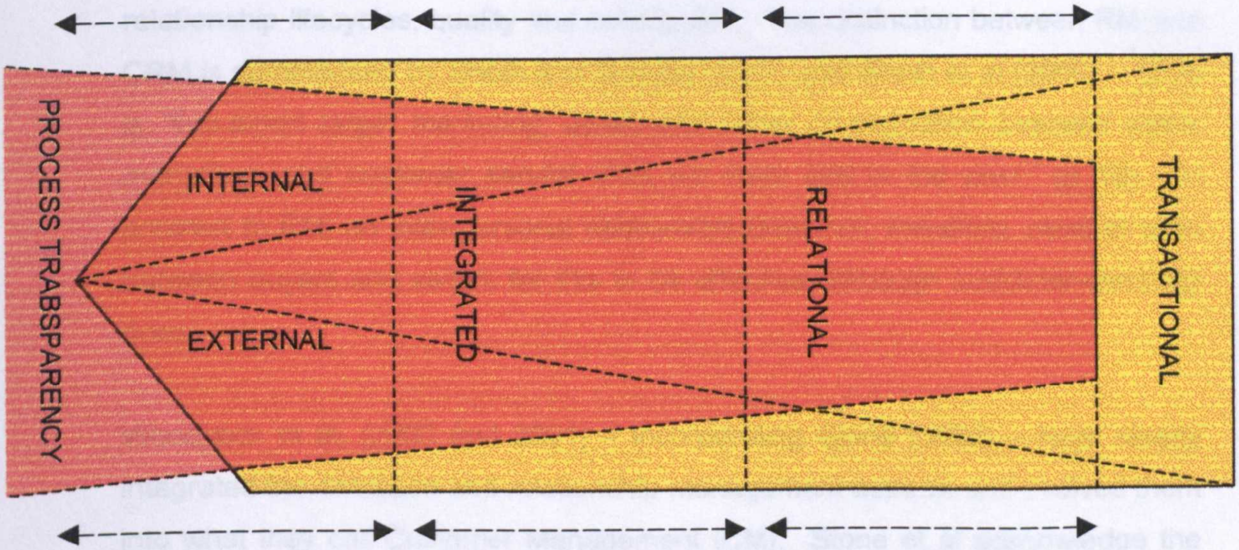
2.3 Customer Relationship Management and Relationship Management

Customer Relationship Management (CRM) is a manifestation of RM (see eg., Woodcock et al, 2000). A further driver for the evolution of transactional to relational marketing has been the continuing developments in technology to support the management effort (eg., Crosby and Johnson, 2001; Yu, 2001). Coviello et al (1997) proposed an intermediate classification of classic marketing based on the integration of technology: database marketing. The authors state the focus of database marketing is information and economic transaction while the type of contact is personal yet 'distant'. This is a rapidly moving environment and management of customer databases is now being extended, facilitated by the growth in information and communications technologies, to incorporate many other forms of electronically stored and storable data, eg., email, videoconferences, telephone calls as well as inter-personal contacts.

Figure 2.1 Role Evolution in Relational Exchange

Role script	mutuality of role script leading to positive evaluation of encounter	interactivity/ relationship intensity facilitated appropriate level of role development sought	exists at level of individual encounters, extension of role occurs
Role set	good co-ordinated role Management by internal team	internal marketing practices focus on key relational improvement	personnel understand, carry out role competently
Role performance	providers confident in role identity. Functional quality good	role expectations understood. Delivery responsive	professional approach in service delivery, expectations met
Role congruence	client engages, is involved in ongoing positive perception of relational processes	well-defined, appropriate role behaviours and role identity established	service roles match with client expectation but not developed

ORGANISATIONAL / INTERNAL ASPECTS



DYADIC CLIENT INTERFACES

Client autonomy	High consumer-determined elements. Movement towards strong customer problem-solving	Negotiated problem-solving dependent on the time perspective	Client as recipient little self-determined
Evolution within exchange	Flexible, constantly evolving fully-integrated interactions	Managed interactions with increasing dyadic involvement	Intermittent, separate incidences

Source: Broderick (1998)

Bose (2002) has stated CRM encompasses an enterprise-wide integration of information technology, including data warehouse, website, intranet/extranet, phone support system, accounting, sales, marketing and production (see also Stone with Evans, 2001). The overall aim is to identify profitable customers and manage the relationship to an optimum level over time. Industry frequently refers to this as 'data integration management' (Proctor, 2002). The amount of data available to an organisation for analysis poses a significant data management issue which is only soluble through technology enabled processes (see, eg., Butler, 2000).

There is undoubtedly general confusion and lack of definition in the terms Relationship Marketing (RM) and Customer Relationship Marketing (CRM) (see, eg., Winer, 2001), albeit there is agreement on concepts constituting the approaches: long-term customer orientation and retention, commitment, trust, relationship lifecycles, quality and satisfaction. The distinction between RM and CRM is summarised by Sheth and Sisodia (2001) and Sheth et al (2000) – CRM is *"fine-tuned target marketing, albeit with better co-ordination between sales, marketing, and customer service than we have had in the past."* (p 19). In contrast to RM, an inter-personal relationship does not, therefore, need to exist between buyers and sellers for this to be effective, although customer-centricity does.

Woodcock et al, (2000 and 2001) – incorporating Stone (1998) – have clearly integrated the database and relationship management aspects and evolved them into what they call Customer Management (CM). Stone et al acknowledge the lack of common definition by distinguishing their approach through technology enabled processes of finding the right customers, getting to know them, growing their value and retaining their business. Their Customer Management Analysis Tool (CMAT™) model is now becoming a widely used analytical tool both in industry and academe to analyse how well organisations are managing their customers (Woodcock, 2000; Woodcock and Starkey, 2001; Starkey and Woodcock, 2002).

2.4 ORGANISATIONAL BUYING BEHAVIOUR

Consideration of the customer is essential in RM and the review, therefore, now turns to organisational buying practices and behaviour.

One of the most widely recognised models of buying behaviour (eg., Jobber, 1995; Bunn, 1993; Anderson et al, 1987) is that of Robinson, Faris and Wind (1967). These authors identified three buying situations (buyclasses): new task, modified rebuy and straight rebuy, and analysed them along three dimensions (becoming the so-called 'buygrid'): the information requirements of the purchaser; the consideration of possible alternatives; and, the extent of familiarity with the purchasing situation ie., new task.

Criticisms of the buyclass framework include its limited empirical support (Bunn, 1993); over simplification of organisational buying behaviour (Parkinson and Baker with Moller, 1986) through lack of consideration of personal or organisational characteristics (eg., Hill and Hillier, 1977); and, failure to recognise the complexity of the buyer-seller relationship (eg., Bonoma, 1979; Wilson, 1996; Wren and Simpson, 1996) or the strategic importance of the purchase (Iyer, 1996).

Nonetheless, the framework remains popular for describing buying situations. Empirical research undertaken by Anderson et al (1987) suggested reasons for the longevity of the RFW framework is its use of easily identifiable major purchasing decision processes and 'rules' which mirror the heuristics used by individuals to simplify complex tasks. Bunn (1993) concluded the framework describes many activities, suggesting this as a reason for its robustness. Jobber (1995) incorporates the framework along with product type and importance of purchase to propose a model of identifying purchasing influences in his marketing textbook.

The framework encompasses the buyer decision process including stages such as problem recognition, determine/describe characteristics, search for source, acquire/evaluate proposals, select order routine, performance feedback. The work of Robinson, Faris and Wind (1967), et al (usefully summarised in Parkinson and Baker, 1986), is also suggested as being too simplistic (Kauffman,

1996) and, therefore, inappropriate in describing modem business relationships. This is because the buying situation is not so much a 'purchase' or even 'repeat purchase', wherein the buyer goes through the decision process in isolation from the seller, but is more of a joint exploration of solutions available to the customer and supplier dyad (Iacobucci, 1996). This is brought about, for example, by changes in the market environment as already described (Wilson, 1996).

Attempts have been made to update the model. One such is Wilson (1996) who proposed a process which intertwines the sales cycle with the buying cycle in a systems approach. The model highlights the need for greater efficiency in order to remain competitive; a long-term view of activities; and, increased 'open' communication in order to improve speed and flexibility of solution delivery. Such an approach also emphasises the respective parties' dependence on shared vision and goal compatibility.

Factors influencing buying behaviour have been found to include individual resources such as expertise (or expert power); buying centre characteristics such as size; situational characteristics such as propensity for risk-taking and pressures of time; and, individual behaviour (Kohli, 1989). This author found that ability of individuals to influence buying behaviour varies with buying centre and situational factors. This suggests the importance of the relational context in which buying decisions are made.

More complex models recognised in the literature (eg., Chisnall, 1985) include that of Sheth's (1973) model of integrative buying behaviour, which encompasses interrelationships between economic, social and emotional factors, and Webster and Wind's (1972) model which incorporates environmental factors as well as individual, social and organisational elements. Others recognise the importance of the buyer-seller interaction process (eg., Håkansson, 1982) which Sheth (1996) has identified of one of the three major research streams into organisational buying. These streams are –

- buyer-seller interactions and relationships using power and conflict theories;
- customer-supplier partnerships now using the theory of networks originated by the Industrial Marketing and Purchasing group (IMP); and,

- supply-chain partnering using information technology (eg., just-in-time, electronic data interchange).

2.5 THE 'INTERACTION APPROACH'

The 'interaction approach', adopted by the Industrial Marketing and Purchasing Group, focuses on understanding ongoing business relationships and the 'interaction' between 'active' buyers and sellers and inter-organisational networks of business relationships. Numerous texts outline the origins of the approach (eg., Ford, 1990, Cravens et al, 1996, Ford 1997) and research into business relationships by the Group continues to gather pace as evidenced through its annual conference.

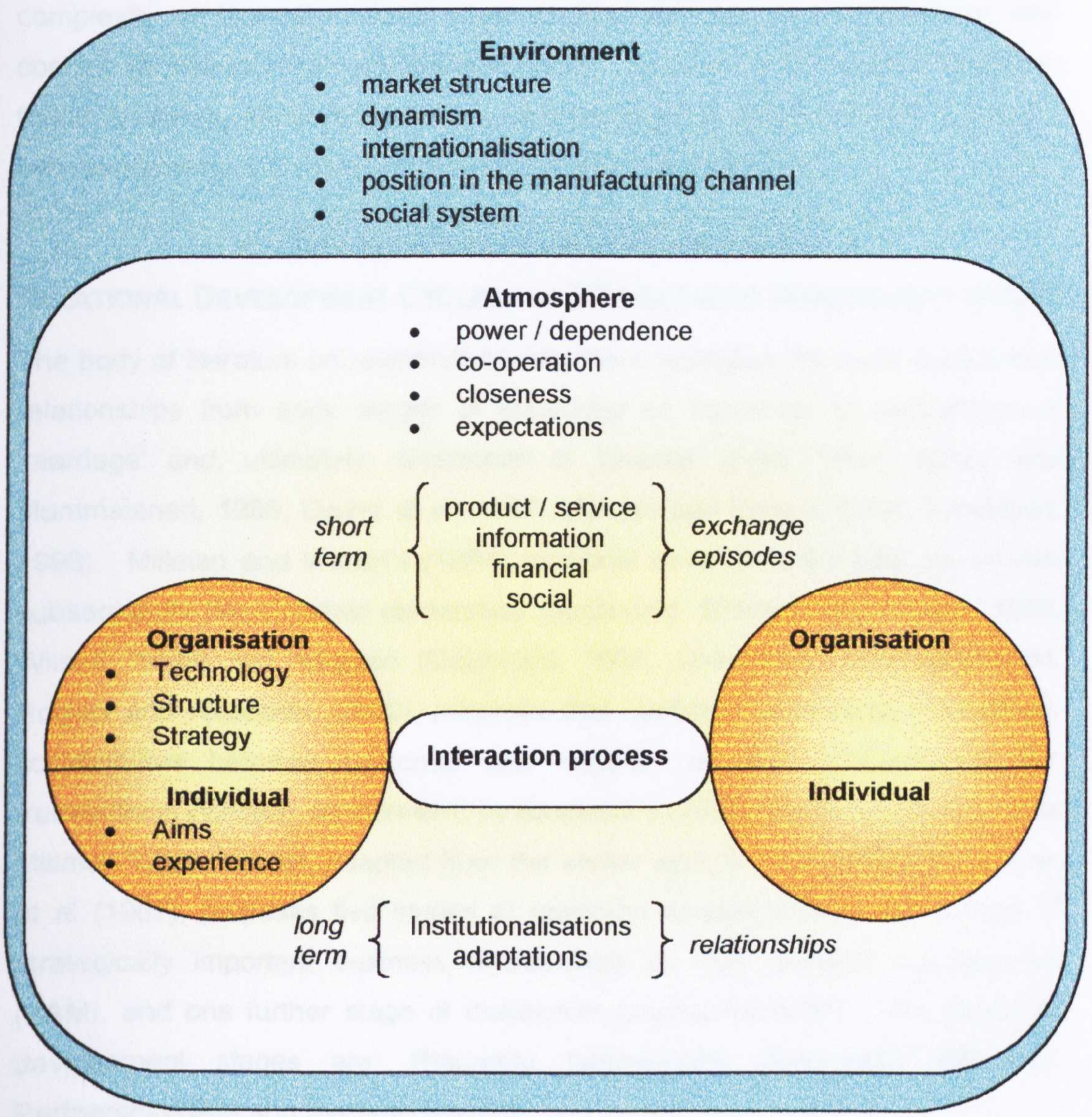
Ford (2000) outlines how the approach has been specified: *"In business markets, we are not just dealing with active sellers who try to attract the attention of a passive market. It is not a case of action and reaction, but one of* ***interaction****. Sellers do seek out buyers and try to influence them to buy. However, buyers also have to search for suppliers that can and are prepared to meet their requirements"* (p 5). As interaction between individuals and groups of individuals from within buying and selling organisations unfolds over time (exchanges of goods, services, money, formal information or 'social chit-chat'), so the relationship between individuals and groups evolves the relationship. Interactions are referred to as episodes, each of which influences subsequent episodes. These episodes must be managed to ensure the relationship thrives. Clearly, organisations will have a number of relationships which may be interdependent, requiring different levels of resourcing, effort and commitment to sustain.

This suggests the 'portfolio' of relationships must be carefully managed to ensure the relationships most closely meeting the strategic requirements of the organisation are fostered, since not all relationships will have the same level of return for the investing parties. The approach is expanded to encompass the network of relationships between buyers and sellers across the organisation and through the supply chain (which may include service providers, distributors, development partners, etc., see eg., Healy et al, 2001).

The portfolio approach enables categorisation of relationships and a number of authors have proposed taxonomies for this. For example, Wilkinson and Young (1993) have focused on categorisation in terms of co-operativeness or competitiveness (high co-operation, high competition; high co-operation, low competition; low co-operation, high competition; low co-operation, low competition). Stern (1996) proposed a further component: that of conflict. Ford et al (2000) discuss relationships in terms of their contribution to profits (today's profits; the 'cash cows'; yesterday's profits; the 'old men'; new technical requirements; new commercial requirements; minor relationships; the 'fall guys') and by extent of integration (transactional relationships; facilitative relationships; integrative relationships).

The expansion of relationships to networks has received much attention in the literature (refer eg., Iacobucci, 1996). Relationships do not 'happen' in isolation from one another – they are linked to others by virtue of the nature of an organisation ie., they exist in symbiosis or co-exist (Bengtsson and Kock, 1999). For example, managers will be engaged in more than one business relationship and will compare relative success of techniques, attitudes and approaches across these relationships (Ford et al, 2000). Indeed, this is a concept that has also been discussed in the context of negotiation (Ertel, 1999). Galaskiewicz (1996), reviewing Granovetter (1985), refers to these as strong and weak 'ties'. Strong ties are those social relationships eg., friends, workmates, etc., which provide confirmatory information about important behaviour observed in others ('can they be trusted?'), while weak ties are those social relationships on the periphery of an individual's life which act as wide-ranging information providers. Drivers for network analysis are the potentials for efficiencies and innovation, such as that found by Epinette et al (1999) in their analysis of the global telecomms industry. This intimates a wider spectrum of relationships that span industries. Strategic alliances ie., relationships between potential competitors, are thus formed and the concept of 'boundary-less' or 'dedifferentiated' organisations has been put forward by a number of authors (eg., Arias and Acebron, 2001). Nonetheless, as Stern (1996) and Holt and McDonald (2001) state, the dyadic relationship ie., a relationship between two actors, remains the fundamental unit of analysis. Figure 2.2 provides an overview of the interaction model.

Figure 2.2 The Interaction Model



Source: Ford (1990)

Zolkiewski and Turnbull (2001) propose a hierarchy of links between networks, portfolio management and key account management (KAM) ie., those relationships which are deemed to be strategically important to the organisation, which are encompassed by the interactionist approach. They suggest KAM is the approach to be taken to relationships, encompassing skills and competences for effective relational development. The relationships themselves occur within networks and portfolio management is the process by which relationships deemed to be strategically important can be identified.

From this review, the interactionist approach can be seen to consider the complexity of business relationships at inter-personal eg., co-operation and conflict, as well as inter-organisational levels. Little empirical research has been found, however, which focuses on understanding the actual interaction process between buyers and sellers at the episodic inter-personal level.

2.6 Relational Development Cycles and Key Account Management (KAM)

The body of literature on relational development highlights the cyclic evolution of relationships from early stages of encounter or 'courtship' to partnership or 'marriage' and, ultimately, dissolution or 'divorce' (Ford, 1980; Wilson and Mummalaneri, 1986; Dwyer et al, 1987; Millman and Wilson, 1994, Grossman, 1998). Millman and Wilson's (1994) relational development model, which has subsequently been further researched (McDonald, Millman and Rogers, 1996; Wilson, 1999) and adapted (McDonald, 1998; Cheverton, 1999; McDonald, Rogers and Woodburn, 2000), proposes that relationships become increasingly collaborative between customer and supplier as the complexity of the transactions increase, as intimated by Broderick's (1998) model (figure 2.1). The Millman-Wilson model, adapted from the earlier work of Ford (1980) and Dwyer et al (1987), proposes five stages of relational development in the context of strategically important business relationships ie., key account management (KAM), and one further stage of dissolution (uncoupling-KAM). The relational development stages are: Preparing for/pre-KAM; Early-KAM; Mid-KAM; Partnership-KAM and Synergistic-KAM.

Early stage relationships are characterised by a transactional, although not necessarily wholly competitive, focus to relational interaction while later stages are characterised by collaboration. Table 2.2 provides a summary of the objectives of each stage and overview of relational tone.

The model of relationships referred to above is an important descriptive tool in understanding how relationships between sellers and buyers may evolve over time. KAM is now well recognised as an area of RM with increasing significance (Gummesson, 2002). When successfully implemented, it enhances the opportunity to achieve longer term competitive advantage through rationalisation of resources (McDonald, Millman and Rogers, 1996; Bradford, 1999; Schultz and Evans, 2002). Its emphasis is, however, not so much on the technology-enabled aspect, as with CRM and CM, but more on the inter-personal relational aspect.

Table 2.2 Relational Development Model

Stage	Objectives	Relational Tone
Pre-KAM	• Identify key accounts • Establish account potential • Secure initial order	• Friendly – due to informal social contact • Spartan confidential information exchange and limited trust
Early-KAM	• Penetrate account • Increase volume of business • Become preferred supplier	• Liking between key individuals develops (main contacts) • Trust is still an issue
Mid-KAM	• Build towards partnership • Become single source supplier • Establish key account status	• Social interaction becomes the emphasis – trust builds rapidly • Key information is shared, possibly through dedicated (EDI) links
Partnership-KAM	• Develop spirit of partnership • Lock in customer by providing external resource base	• Profit is a focus for both parties • 'Spirit of partnership' and co-operation exists • Effort on managing shared information
Synergistic-KAM	• Effect continuous improvement • Achieve shared rewards (potential for quasi-integration)	• Systems become transparent – openness and honesty presides • Borders between the customer and supplier become 'blurred' – focus of interaction is on the 'end customer'

adapted from MacDonald et al (1996); Donaldson (1996); Wilson (1999)

Long known to be practised in industry, KAM (or national account management, NAM, as it is widely known in the US), the relational development model has recently been adopted as a tool by consultants to industry (eg., Bradford, 1999) to highlight useful working practices or deficient areas within organisations and to provide benchmarking guidelines for future development of customers into key accounts.

A description by McDonald et al (1996) of each stage of the model is as follows, while a summary of strategies for each stage are listed in Table 2.3 below.

Table 2.3 KAM Objectives and Strategies

Development Stage	Objectives and Strategies
Pre-KAM	• Identify key contacts and decision making unit • Establish produce need • Display willingness to address other areas of problem • Advocate key account status in-house
Early-KAM	• Build social network • Identify process related problems and signal willingness to work together • Build trust through performance and open communications
Mid-KAM	• Focus on process related issues • Manage the implementation of process related solutions • Build inter-organisational teams • Establish joint systems • Begin to perform non-core management tasks
Partnership-KAM	• Integrate processes • Extend joint problem-solving • Focus on cost reduction and joint value creating opportunities • Address key strategic issues of the client • Address facilitation issues
Synergistic-KAM	• Focus on joint value creative • Create semi-autonomous projects teams • Develop strategic congruence

source: Wilson (1999)

- *Pre KAM* - At this stage the parties assess the future potential of their relationship, looking at how strategically important the seller's product is to the buyer and how much they spend. The parties begin to build the relationship, building volume and reviewing potential volume. Both the buyer and seller will have identified the need to reduce costs which typically leads to sellers offering augmented product benefits while the buyer is motivated by the value of the total product offering. The parties develop friendly 'informal social bonds' while the point of contact between them is the purchasing manager/sales manager - all other contact is 'internal' to the organisations. There is no confidential information exchanged at this stage.

- *Early KAM* - This stage involves account penetration. Bespoke solutions are offered to buyers although buyers are probably still assessing the seller's competitors' products. The single point of contact is beneficial to the buyer and the selling company pays close attention to personal matches although there may be a lack of trust. There is, however, little mutual cost reduction or joint teamwork. The buyer recognises the administration problems the parties relationship is causing the seller.

- *Mid KAM* - Trust between the main contacts develops rapidly and there are a number of functional cross-boundary contacts. The relationship is recognised at different levels within the organisations and there may be social integration with recognition of individuals. The buyer still has alternative sources but the seller's good value is well known possibly with cost/benefit analyses proven. The buying company may act as a reference account while the seller has 'preferred' status. There is an assumed longevity in the relationship. The seller may perform non-contractual tasks, there may be exchange of market research data, EDI, sharing of plans and joint review meetings held.

- *Partnership KAM* - This is the 'mature' stage of KAM wherein both parties recognise the other's needs to profit financially. The seller is a strategic external resource to the buyer and information is exchanged on potentially sensitive issues. Joint problem-solving ensues with only minor issues remaining unresolved, for example, test marketing. Both parties gain from continuous improvement. Communication takes place at all levels in the organisation with members meeting their equivalent in the other organisation. Effort is on maintaining shared information exchange focusing on the end user. Internal systems are simplified and the KAM and his buying counterpart drive the interface of multi-level communication which has now become closely aligned.

- *Synergistic KAM* - The authors suggest this is the stage 'beyond partnership'. Both buyer and seller are comfortable in the relationship with no apparent desire to terminate it. Systems have become integrated to a high level, some becoming transparent, eg., costing, with joint effort on market research, research and development, business planning and strategies to market, although the seller is anxious to retain identity of brands. The result is rationalisation of resources and greatly reduced transaction costs. Focus teams are developed to harmonise effort for the end customer. Distinctions between the organisations become less apparent.

The process of relational development necessarily revolves around trust and co-operation (Lamming, 1993), as the table above intimates. This is an aspect of relationship development that is inherently complex to implement because, as summarised by Langfield-Smith and Greenwood (1998), Western business environments have traditionally not included life-long employment, face-to-face negotiation, co-ownership between buyers and sellers and sharing of career paths. This is, of course, an allusion to the Japanese principles on which the theories of fostering business relationships have evolved. Nonetheless, advantages of partnership (avoidance of adversarial relationships, elimination of conflict, agreement on problem resolution, cost and time savings) necessitate its consideration as the premise for longevity which supports the move from a transactional model to a co-operative framework (Matthyssens and van den Bulte, 1994).

The KAM research emphasis is increasingly on the competences and skills required to successfully implement relational and key account management between customers and suppliers such as account selection and planning, processes to effective development, global management, reward, recruitment and selection mechanisms (refer eg., Cravens et al, 1996; Millman and Wilson, 1996; Blois, 1997; Boles et al, 1999; Hurcomb, 1999; Kempeners and van der Hart, 1999; Pardo, 1999; Spencer, 1999; Millman, 1999; Weitz and Bradford, 1999; Schultz and Good, 2000; Walter and Gemunden, 2000; Holt and McDonald, 2001) while very little has been devoted to developing understanding of buyer-seller communication (Schultz and Evans, 2002) or, specifically, negotiation (Millman and Wilson, 1998; Marsh 2000). Indeed, Walter and Gemunden (2000) consider negotiation, along with information exchange, to be crucial contributors to relational performance.

The empirical research of Schultz and Evans (2002) is an important work which supports the value added to outcomes of relationships by inter-personal communication, ie., information exchange and bargaining, in a collaborative context. These authors found key account representatives who focus on strategic communication issues are more successful in their performance, are more trusted and are able to develop synergistic solutions. They acknowledge the frequency of communication as being important to relationship building and highlight the need for further research to examine frequency at different points of relational development.

Millman and Wilson (1998) identify that negotiation remains a key skill required for effective KAM and suggest that varying styles of negotiation may exist within different types of relationship and/or at different stages of relational development. Holt and McDonald (2001) also incorporate negotiation as a key skill in their conceptual model of global account management, an extension of KAM for the multi-national organisation. Millman and Wilson argue the competitive or 'macho' approach, with its emphasis on bargaining, may well prevail where parties are focused on cost related issues such as in the supplier-retailer relationship. In contrast, the collaborative approach may exist in partnerships between buyers and sellers of products and services less closely associated with end consumers. They suggest the latter is characterised by *"reaching agreement via logic rather than bargaining power, and trust rather than detailed formal contracts"* (p 35).

This implies a certain rationality in behaviour which Caldwell and Lamming (1999) have suggested sterilises the true nature of face-to-face interaction. These authors have extended the proposition that buyer-seller interactions incorporate what they call 'emotionality', suggesting that *"self-respect, self-esteem and self-preservation are involved"* (p 34). de Burca (1999), in his case study of a single dyadic KAM relationship, also suggests the importance of 'intimacy', characterised by the development of close personal and social contact between individuals. This author, however, acknowledges that the latter may not always be desired by organisations since it has the potential to undermine the rational decision-making ability of individuals.

Marsh (2000) and de Burca (2001) highlight the importance in recognising that every relationship is contextually different – it may be characterised by different actors with different priorities, preferences and styles of interaction (and hence provides researchers with problems of generalisable results). Relationships develop in a dynamic environment and so the relational task may be approached in different ways to achieve a desired outcome, which itself may vary according to the needs of the interacting organisations. Time, its availability and balance between task and relational issues, is also highly variable. Marsh (2000) stresses the importance of the need to understand particularly verbal behaviour used by individuals in relationships (an issue raised in a sales negotiation study by Clark et al, 1994) which de Burca (2001) found accounted for up to 83% of contact between buying and selling organisations. Marsh suggests there may be commonalities between different relationships which could help to develop an understanding of interactions that lead towards more effective relationships, stating many organisations get 'stuck' in Early- and Mid-KAM because they fail to realise the appropriate inter-personal behaviours needed to establish whether there is genuine partnership potential. This is also intimated by Bistritz (2002), whose review of effective executive level meetings between buying and selling organisations highlights types of questions which may uncover problem based needs and identify potential solutions.

O'Toole and Donaldson (2000) have identified four classifications for relationships: Bilateral, characterised by open communication and strategic collaboration to achieve mutual advantage; Recurrent, comprising elements of reciprocity and temporal duration but characterised by limited committed action; Hierarchical or Dominant Partner, characterised by co-operative relationships born out of, eg., preferred status; and, Discrete, characterised by opportunism by parties. Homburg et al's (2002) work has centred on formalising a recognised taxonomy of key account relationship types, including Top-management KAM, Middle-management KAM, Operating-level KAM, Cross-functional, dominant KAM, Unstructured KAM, Isolated KAM, Country-club KAM and No KAM. They found the higher placed within the organisation KAM is found to be actively supported (eg., top management), the more likely the approach is to be successful but also that it is not necessary for a formal KAM program to be developed within an organisation – this is significant since much research in this field has to date focused on only formalised programs of KAM. This contention is supported by de Burca (2001) who states the extent of formality observed in his research ranged from *"detailed contractual agreements to oral agreements and tacit understanding"* (p 25) and highlighted that it is the extent of stability and longevity within relationships that determine their success.

Shaw (1999) notes, in reviewing two recent texts published on KAM, there is a distinct lack of research in the area of inter-personal negotiating skills of buyers and sellers. Similar observations have also been made by O'Toole and Donaldson (2000), Donaldson and O'Toole (2000) and Homburg et al (2002) who add the types of approaches and their relative success to the research agenda.

2.7 NEGOTIATION

Butler (1999) states, in reviewing drivers for the study of negotiation in a business and management context, that even in 1973 (refer Mintzberg, 1973) it was identified as one of the primary decision-making managerial roles. Research has addressed questions regarding what is possible and likely in negotiation, and what happens and why. Brett et al (1999) have identified three broad categories of research into negotiation: preferences, ie., outcome and interest related requirements; people, ie., individual performance and information processing; and processes ie., strategies and tactics (see Table 2.4 for a summary of examples of studies into these areas). These well respected authors argue that most research has not, however, taken into consideration the dynamic nature of negotiations in the context of real life, it being conducted using experimental methods, and does not, therefore, reflect the business environment. They state –

"current decision-making focused models of negotiation may have underemphasized the dynamic nature of negotiation in two important ways. First, decision-making models of negotiation have focused attention on negotiator cognitions, while turning attention away from interactions between negotiating parties. Second, decision-making models have focused attention on achieving goals, while turning attention away from goal discovery as one of the most important decisions negotiators can make. By re-energizing emphasis on negotiation as dynamic interaction, and negotiation as dynamic goal discovery, an interlocking self-regulation model of negotiation can help bring researchers closer to fulfilling their own higher level standard: a comprehensive understanding of negotiation." Brett et al (1999, p 435).

Butler (1999) argues that *"organizational negotiations are becoming not only more frequent than in previous years but also more complex and more crucial, with increasing ambiguity and accelerating change"* (p 219) - a point that has also been highlighted in the review of classic marketing literature. Reasons for this include the increasing interdependencies among members of organisations (ie., relationships, networks), increasing expert power of well-educated and trained employees and cross-cultural differences in international businesses. The latter of these is, however, outside the domain of the current research interest.

Both these quotations intimate the strategic managerial importance of negotiation, and the deficit of research which offers insights into the nature and process of negotiations in a modern business context.

Table 2.4 Examples of Negotiation Studies into Preferences, People and Processes

Preferences	People	Processes
Cross (1969) Murninghan (1994) Murninghan (1991) Mumpower (1991) Myerson (1986) Nash (1953) Neale and Northcraft (1991) Northcraft et al (1995) Pruitt and Kimmel (1977) Raiffa (1982) Rapoport and Chammah (1965) Roth (1991) Roth and Murninghan 1978) Thompson (1991) Walton and McKersie (1965)	Bazerman and Carroll (1987) Hermann and Kogan (1977) Neale and Bazerman (1983) Pinkley et al (1995)	Donohue (1981) Kipnis and Schmidt (1983) Neale (1984) Northcraft and Neale (1986) Notz and Starke (1978) Pinkley et al (1994) Roloff (1987) Rubin and Brown (1975) Thompson (1991)

The following literature review focuses on developing an understanding of negotiation and its characteristics. Literature is drawn from the fields of economics, mathematics, psychology and social sciences in the contexts of international as well as business negotiations. This, together with the classic marketing literature reviewed provides the basis for the research study undertaken.

2.7.1 Definition

The word 'negotiation' originates from the Latin 'otium', meaning leisure and evolved into 'neg-otium' in Roman times when the slaves dissipated leaving the

Romans with less leisure time over which they had to bargain. Thus, as stated by Carlisle and Parker (1989), negotiations should be *"a means of achieving an enhanced quality of life and work"* (p 35).

The Oxford Reference Dictionary defines 'to negotiate' as *"1 to try to reach agreement by discussion; to arrange (an affair) or bring about (a result) thus. 2 to get or give the money value for (a cheque or bonds, etc). 3 to get over or through (an obstacle or difficulty)."* Definitions of negotiation, however, vary according to the context in which they apply. For example, Tracy (1995) defined negotiation as *"a motivated process of information exchange between or among individuals, groups, organizations, communities, societies and supranational systems with the goal of reaching agreement about certain joint or reciprocal acts"* (p 41) when describing the interaction process between living systems. Definitions of negotiation used in a marketing context are themselves varied with a surprising number of authors offering no formal definition of negotiation. Possible reasons for this may be –

- researchers at the forefront have been studying negotiations for many years, themselves having initially come to the field through their association with others (eg., Chatterjee, now well known author of negotiation literature was originally a PhD student of Raiffa, as was Sebenius, also now a key author and project leader on Harvard's Negotiation Program) and have thus automatically assumed the definitions of earlier research without reiteration to their own research;
- finding no real consensus, authors have chosen not to offer yet another definition, or
- no definition has met with the purposes of the author's research and has thus been ignored.

A search of literature has identified over forty definitions and an examination of these revealed a number of distinct characteristics. These include the existence of agreement and conflict; the bargaining process; exchange of information; techniques used of influence and persuasion as well as the capability of the parties to reach agreement. Notwithstanding this, it is acknowledged authors have originated in different disciplines such as economics, mathematics and social psychology, applying their early works to fields of international relations, personnel development, management and industrial relations as well as marketing.

A sample of those definitions of negotiation postulated by key authors follows:

"Situations in which bargaining occurs normally contain two elements: an element of common interest and an element of conflicting interest... The exact nature and extent of these different interests are often determined by the preferences of the parties involved..." Chatterjee and Ulvila (1982, p 380)

"Negotiations characterize decision-making between and within [parties]. Negotiation tasks provide opportunities for integrative decisions that maximize joint benefit for the parties." Weingart et al (1993, p 504)

"Negotiation is a discussion between two or more parties with the apparent aim of resolving a divergence of interest and thus escaping social conflict... divergence of interest means that the parties have incompatible preferences among a set of available options." Pruitt and Carnevale (1993, p 2)

"[Negotiation is characterised by] *(1) two or more individuals, groups or organizations...; (2) a conflict of interest between two or more parties; that is, what one wants is not necessarily what the other one wants, and the parties must search for a way to resolve the conflict...; (3) the parties negotiate because they think they can use some form of influence to get a better deal instead of simply taking what the other side will voluntarily give them or let them have...; (4) the parties, at least for the moment, prefer to search for agreement rather than fight openly, have one side capitulate, permanently break off contact, or take their dispute to a higher authority to resolve it. Negotiation occurs when there is no fixed or established set of rules, procedures or system for resolving the conflict, or when the parties prefer to work outside of the system to invent their own solution to the conflict...; (5) [involves] give and take. We expect that both sides will modify or give in somewhat on their opening statements, requests or demands...; and (6) involves the management of the intangibles as well as the resolution of the tangibles (eg., price and terms of agreement)... [which are] the deeper psychological motivations that may directly or indirectly influence the* *parties during the negotiation... [examples are] (a) the need to look good to the people you represent, (b) the desire to book more business than any other salesperson in your office, and (c) the fear of setting precedent in the negotiations."* Lewicki et al (1997, pp 4-5)

As demonstrated by these examples, it is apparent that despite the considerable variations in definitions even in the single context of marketing, there are similarities in themes. Furthermore, definitions have become increasingly complex over time as researchers investigate more detailed aspects of the negotiation process. The main pre-requisite for negotiation to take place is, however, for the parties to be in conflict over issues of common interest about which they wish to come to a mutually satisfactory solution.

There is general consensus that bargaining is the process by which the solution is reached:

"[Negotiation is] *any form of verbal communication, direct or indirect, whereby parties to a conflict of interest discuss, without resort to arbitration or other judicial processes, the form of any joint action which they might take to manage a dispute between them. Bargaining is the process of negotiating for agreement."* Morley and Stephenson (1977, p 15)

"Negotiation protects participants from exploitation while functioning concomitantly to search for mutually satisfactory settlements. We rely on bargaining as a dominant mode of conflict management... is a process whereby two or more parties with divergent aims, motives, or interests attempt to settle what each shall give and take, or perform and receive, in a transaction between them. The parties are interdependent as they use proposals, counterproposals and compromises to reach mutually acceptable outcomes. Hence, negotiation employs trade-offs as the dominant modus operandi for managing conflict. Bargaining involves more than an assimilation of trade-offs, it is a communicative process characterized by the exchange of information, arguments and strategic maneuvers." Putnam and Jones (1982, p 171)

"*Bargaining is characterized mainly by behavior such as verbal debate, persuasion, and joint problem solving... bargaining communication [is] (a) an opportunity to communicate, (b) an exchange of information, (c) promises and threats, and (d) verbal messages differing in content.*" Galinat and Muller (1988, p 161)

"[negotiation is] *a purely pragmatic means for reconciling differences and reaching settlements to avoid costly litigation. To coax agreement out of negotiators requires good will, forthright exchanges and persistence on the part of the negotiators... Negotiations include exchanges of deeds as well as words... The process of negotiation, subsumes both bargaining and arbitration. Arbitration involves a third party that can dictate a settlement if the bargainers cannot reach an agreement on their own... bargaining must be agreed to by the parties themselves.*" Brams (1990, p xv)

The process of bargaining itself is characterised by exchanges of information (Chatterjee and Ulvila, 1982; Galinat and Muller, 1988; Andes, 1992; Tracy, 1995) on offers, counter-offers (Lidstone, 1977; Putnam and Jones, 1982; Donohue and Kolt, 1992; Lindsey et al, 1996) and concessions (Donohue and Kolt, 1992; Bartos, 1995) which incorporate the parties beliefs and expectations (Walton and McKersie, 1965; Mathews et al, 1972; Casse, 1992; Lewicki et al, 1997; Brett et al, 1999). The process incorporates argument and persuasion to influence the other party (Karrass, 1970; Hendon and Hendon, 1989; Kersten, 1993; Pruitt, 1995; Fowler, 1996) about the division of available resources[1] (Carlisle and Parker, 1989; Donohue and Kolt, 1992; Aranachalam and Dilla, 1995; Thompson, Peterson and Brodt, 1996; Huthwaite Research Group, 1998). Implicit in this process is that the parties are able and willing to reach agreement, although few explicitly state this in their operational definitions (see Carlisle and Parker, 1989; Brewster, 1989; Neale and Bazerman, 1991; Donohue and Kolt, 1992; Deming, 1993; Huthwaite Research Group, 1998; Stafford, 1998).

[1] The term 'resource' is well summarised by Ambrosini (1995) who suggests it consists of both inputs into the production process and capabilities by which resources are used. This author suggests characteristics of resources are heterogeneity across organisations; scarcity, ie., they must not be possessed by a large number of firms; imperfect mobility, ie., they cannot be traded; imperfect imitability ie., cannot be copied; and they must be valuable.

In light of the above, a summary definition is offered as follows:

Negotiation is entered into by parties who wish and are able to reach a mutually satisfactory solution on the division of issues of common interest but on which they currently conflict. The solution is reached through a process of bargaining. There is an exchange of detailed information on the issues at stake incorporating the parties' beliefs and expectations. Through techniques of argument and persuasion, a mutually acceptable decision is sought.

2.7.2 Outcomes

The outcome of negotiations is also important as is meaning and measurement of solutions identified by the parties. Clearly, the above suggests that a positive outcome is mutually satisfactory. It also suggests that the outcome must be satisfactory over time, although this presents a problem to academic researchers, in terms of resource constraints, with the result that longitudinal studies are few and far between. Nonetheless, this implies an outcome is either a 'win' for both or one, or a 'lose' for both or one. Huthwaite Research Group (1998) have, however, defined four generic outcomes to sales calls –

(i) order - calls obtaining a signed order;

(ii) advance - calls producing actions which progressed the sale a stage nearer to a decision;

(iii) continuation - calls leading to a further appointment but no firm commitment to action;

(iv) no sale - calls failing to result in action or further appointment.

These generic outcomes are also applicable to sales negotiations, describing the result of the process which, thus, implies a matrix structure to possible outcomes (refer Table 2.5) dependent on the parties' preferences for success.

Table 2.5 Matrix Structure of Potential Negotiation Process Outcomes

Process / Outcome	Win-Win (buyer-seller)	Win-Lose (buyer-seller)	Lose-Win (buyer-seller)	Lose-Lose (buyer-seller)
Order				
Advance				
Continuation				
No sale				

derived Huthwaite (1998)

2.7.3 Strategies and Tactics of Negotiation

There is consensus that two distinct negotiating situations occur: those where agreement is sought through co-operation (integration) and problem-solving and those where agreement is reached by competitive (distributive) means:

"Two types of negotiation processes can be distinguished, distributive and integrative. While the distributive process consists primarily of concession making, the integrative process involves both concession making and a search for mutually profitable alternatives." Bartos (1995, p 48)

"A general ideal of negotiation is to achieve outcomes which are integrative in nature. Integrative outcomes are those that provide high joint benefit. By definition, they are represented in decisions where there exists no agreement that all parties would prefer more. This is in contrast to distributive outcomes, where one party benefits at the expense of another, without the concern for dividing all available resources that underlies the integrative outcome concept." Aranachalam and Dilla (1995, p 290)

"[Negotiation is] *either distributive and competitive in character, with win-lose outcomes, or is an integrative, problem-solving process leading to win-win results."* Fells (1996, p 50)

"Negotiation is a mixed-motive task in which people's interests are both cooperative and competitive... [individuals are] *motivated to co-operate with others to ensure that a mutually agreeable solution is found, but they are motivated to compete with others so as to gain the largest share of the scarce resources to be divided."* Thompson et al (1996, p 66)

Thus, negotiations using integrative (or 'principled' in the words of Fisher and Ury, 1981) means infer the parties will reach a more mutually agreeable solution than they would otherwise do in a distributive situation. Not surprisingly, there is some disagreement with this contention. Examples are:

"Negotiating is the process you follow to get somebody else to do what you want them to do..." Hendon and Hendon (1989, p ix)

"Negotiation is usually an outgrowth of a broader conflict episode in which one party, the claimant, is trying to persuade another party, the respondent, to take an action it does not wish to take." Pruitt (1995, 103)

This is clearly distinct from the integrative approach and suggests different strategies are used to reach an acceptable outcome, whether or not that favours one of the parties in the negotiation more than the others. For example, Hopmann (1995) reviews the process for bargaining, suggesting it passes through a number of different stages – initial offers by each party, commitment to positions, promises of rewards or threats of sanctions to induce concession making, concessions, retractions of earlier concessions and, finally, convergence into agreement. In contrast, in an integrative approach, the parties firstly seek to understand the problem and then derive some formula to guide the process of bargaining.

Furthermore, Murray (1986) offers stereotypical characterisations of the two types of negotiators, stating the *"competitive negotiator is a zealous advocate: tough, clever, thorough, articulate, unemotional, demanding, aggressive and unapproachable - a Sylvester Stallone "Rambo" type who achieves victory by defeating the opponent"*, while the problem-solver is *"also thorough and articulate, but in addition: personable, cooperative, firm, principled, concerned about the other side's interests, and committed to fairness and efficiency - a Jimmy Stewart "Mr Smith Goes to Washington" approach to resolving disputes amicably"* (p 181). Furthermore, it is apparent the approaches are operationalised via differing tactics and behaviours (for a summary see Table 2.6 and for a thorough treatment see Lewicki et al, 1997) which are discussed further below. It is unrealistic to suppose these approaches occur in isolation, since even when negotiations are essentially integrative, there is still a need for distributiveness in dividing the resources negotiated over.

There are vulnerabilities associated in rigidly applying each approach (see Table 2.7) but overcoming these leads not to an improvement in the negotiator's skill in that approach rather, as suggested by Murray (1986), towards the problem-solving strategy as the negotiator strives to improve his skill to achieve consistently good outcomes.

Table 2.6 Competing Theories of Negotiation

	Problem-Solving (Integrative)	Competitive (Distributive)
Basic assumptions	• Negotiation world controlled by 'englightened self-interest' • Resource distribution system is integrative in nature • Goal is mutually agreeable solution	• Negotiating world controlled by 'egocentric self-interest' • Resource distribution system distributive in nature • Goal is win as much as possible
Recognised patterns of negotiators	• Maximise returns for client • Focus on common interests • Understands merits objectively • Uses non-confrontational debating techniques • Open to persuasion on substance • Oriented to qualitative goals	• Maximise tangible resource gains • Makes high opening demands • Uses threats, confrontation and argumentation • Manipulates people • Not open to persuasion • Oriented to quantitative and competitive goals
Key behavioural elements	• Maximises return within larger time frame • Considers needs/interests/ attitudes of other side • Competitive but not antagonistic • Shares joint gains • Concentrates on substance • Considers negotiation as voluntary and superior to non-voluntary (eg., adjudication) processes	• Maximises return from transaction • Does not consider needs/ interests/attitudes of other side • Views disputing processes equally • Behaves co-operatively only if it helps achieve returns • Chooses processes similar to military maneuvers – winning • Presents strong defense against tactics • Controls the negotiation for manipulation

derived from Murray, 1986

Not only does this infer skilled parties will reach a more equitable solution but, in addition, the individuals involved will derive greater personal satisfaction from the process. Furthermore, the 'integrativeness' or 'distributiveness' of negotiations can depend on the similarities between the parties, including culture (both organisational and individual). For example, Bartos (1995) suggests negative cycles of interaction between individuals may be positively influenced by a search for commonalities, creating an amicable atmosphere and leading to friendship.

Table 2.7 Vulnerabilities in Competing Theories

	Associated Risks
Problem-Solving (Integrative)	• strong bias toward co-operation, creating internal pressures to compromise and accommodate • avoids strategies that are confrontational because they risk impasse, which is viewed as failure • focuses on being sensitive to other's perceived interests: increases vulnerability to deception and manipulation by a competitive opponent; and increases possibility that settlement may be more favourable to other side than fairness would warrant • increases difficulty of establishing definite aspiration levels and bottom lines because of reliance on qualitative (value-laden) goals • requires substantial skill and knowledge of process to do well • requires strong confidence in own assessment powers (perception) regarding interests/needs of other side and other's payoff schedule
Competitive (Distributive)	• Strong bias toward confrontation, encouraging the use of coercion and emotional pressure as persuasive means: hard on relationships, breeding mistrust, feeling of separateness, frustration and anger, resulting in more frequent breakdowns in negotiations; and generally distorts communication, producing misinformation and misjudgement • guards against responsiveness and openness to opponent (defensive), thereby restricting access to joint gains • encourages brinkmanship by creating many opportunities for impasse; increases difficulty in predicting responses of opponent because reliance is on manipulation and confrontation to control process • contributes to overestimation of return possibly through alternatives (court) because focus is not on a relatively objective analysis of substantive merits as standard for resolution

source: Murray, 1986

Pruitt (1983) (see also Neale and Bazerman, 1991; Lewicki et al, 1997) proposed five methods by which integrative solutions can be reached –

(i) expanding the pie: where resources are scarce, the parties look for increasing the available resources;

(ii) nonspecific compensation: in return for compromise, one party is repaid by the other in some unrelated means;

(iii) logrolling: where several issues are at stake with different priorities, each party concedes on low priorities in exchange for concessions on issues of higher priority;

(iv) cost cutting: in return for concession, one party's costs are reduced or eliminated entirely;

(v) bridging: a new option is devised in return for neither party achieving its initial demands.

It is suggested, however, an integrative negotiation is less efficient because the search process is lengthier (Bartos, 1995): the points raised above certainly intimate extensive exchange of information is required in order for the parties to reach a satisfactory solution as does the literature reviewed in the previous section. Although, this also infers the amount of time resource available to the parties is relevant - a matter which has received much attention (refer eg., Mosterd and Rutte, 2000; previous section).

The following discussion on characteristics of negotiation is restricted in each area to relevant literature and research undertaken predominantly in the context of business and marketing negotiations. It is also acknowledged there has been much research undertaken in other contexts, eg., international relations, labour relations, legal practice, which are largely outside the domain of the current research.

2.7.4 Characteristics

Trust

The relationship between information exchange and trust is well documented, as is the resultant mistrust between parties who are unwilling to accept information at face value (see Milgrom and Robert, 1986; Fisher and Brown, 1989; Carlisle and Parker, 1989; Hawes et al, 1989; Dawson, 1990; Neale and Bazerman, 1991; Pruitt and Carnevale, 1993; Butler, 1995; Wilson, 1995; Peters and Fletcher, 1995; Rackham et al, 1996; Thompson et al, 1996; Cooper, 1997; Lewicki et al, 1997; Raiffa, 1997; Murnighan et al, 1999). This is because the development of trust through information sharing exposes vulnerabilities. Trust is, therefore, the confidence the parties have in each other that information will not be used against them (Westbrook, 1996). This is not to say trust is confidence, nor is it co-operation or predictability, as clarified by Mayer et al (1995).

Creating a trusting climate is not simply a matter of sharing all available information, for example, negotiators may feel they have given away critical and confidential information which may ultimately reduce their competitive advantage. Neale and Bazerman (1991) suggest such a situation can be overcome by asking lots of questions in the belief that, rather than attempting to influence the other party(s) by talking, such a strategy instead requires them to listen (Huthwaite Research Group, 1998). Pruitt and Carnevale (1993) report on one study which suggests in the absence of appropriate feedback, trust has progressively less impact on co-operative behaviour. Indeed, Neale and Bazerman (1991) suggest some information should be given away since it is common for behaviours to be reciprocated (see also Donohue and Kolt, 1992; Thompson, 1991), although this need not be on key issues. This may be a useful tactic since negotiating parties often have differing priorities for issues, enabling information to be given on an issue of less strategic importance to the seller but which is highly relevant to the buyer (refer also Huthwaite Research Group, 1998). Overloading the other party with information may, however, have the reverse effect, ie., too much information may be seen as an attempt to hide true intentions by creating a 'smoke screen' (Donohue and Kolt, 1992). Thus, information given should be relevant and honest, if an integrative solution is to be achieved (eg., Murnighan et al, 1999).

Notwithstanding this, trust is a perceived variable in negotiations which begs the question as to whether it is real – indeed one study by Hawes et al (1989) found sellers often over-estimate the level of trust buyers have in them, with the most important attribute being the seller's 'reliability/credibility'. Other research has postulated the elements of trust in a sales context as being 'likeability'; 'competence'; 'customer orientation'; 'honesty'; and 'dependability' (Raiffa, 1982; Swan et al, 1988; Butler, 1991 in Cue-Chi, 1997; Ganesan, 1994; McAllister, 1995; Rackham et al, 1996; Smith and Barclay, 1997), or process-based; character-based (of the individual); and institutional-based (of the individual's employer) (Peters and Fletcher, 1995 and refer also Pruitt and Carnevale, 1993). Others suggest trust is driven by properly managed emotions (Cooper, 1998; Huthwaite, 1998). Raiffa (1997) also suggests trust results from full, open, truthful exchange, or 'FOTE', suggesting some opponents who dislike each other in real life would nevertheless know so much about each other that it is not worthwhile telling a lie during negotiations, referred to as 'intimate enemies'. The extent of truthful exchange will, therefore, influence trust. Indeed, Butler (1996) found the pursuit of self-interests, rather than other's interests, did not effect trust between the parties, intimating factors other than purely information exchange impact on the levels of trust between the parties. This was also suggested by Young and Denize (1994) whose research linked commitment to trust and found that even when relationships between a customer and supplier were characterised by low satisfaction levels, the proclivity for the relationship to continue remained.

Earlier work pursuing the concept of self-interest is that of Tarver and Haring's (1988) selling in the context of social exchange. Here the authors contend that the closer buyers and sellers are as individuals the more successful the outcome of a negotiation will be. Both parties will seek information about the other through verbal and non-verbal means in order to enable them to make judgments about competence and trustworthiness. This information is then used to determine levels of expectation for performance on the solution subsequently reached. Butler's (1999) research supports these contentions. This author found that increased amounts of information sharing in simulated negotiations between buyers and sellers had the effect of raising the costs incurred by buyers, suggesting greater profits for sellers in terms of both negotiated outcome and levels of trust.

Negotiators often need to resolve the 'dilemma of trust' (Lewicki, 1983) by establishing the true priorities and intentions of their counterparts, however, in so doing they are generally cautious, if not deceitful, about revealing their own priorities and intentions (refer also Murnighan et al 1999). Lying, ie., *"any intentionally deceptive message which is stated"* (Bok, 1978 in Lewicki, 1983), and deception in negotiation has received some considerable attention by researchers (eg., Lewicki, 1983; Raiffa, 1997) and has been studied in a number of tactical guises: misrepresentation of position to opponent; bluffing; falsification; deception; selective disclosures or misrepresentation to constituencies (Lewicki, 1983). A primary purpose of lying is to increase the liar's power by providing false information. The extent to which the information is accepted as truthful will influence the situation, however, if the liar is caught out, the result is not only a lack of trust but also a loss of power, credibility, integrity and reputation, ultimately affecting the long-term relationship between the parties (Lewicki, 1983; Pruitt and Carnevale, 1993; Lewicki et al, 1997; Raiffa, 1997).

Not surprisingly, trustworthiness or integrity of an individual is a considerable source of power which can be used to influence others in the negotiation (Lewicki et al, 1997). Thus, trust emanates not only from the joint experience and reputation (Ganesan, 1994, McAllister, 1995; Smith and Barclay, 1997) of the parties in negotiations but also the integrity of the individuals (Karrass, 1974; Hawes et al, 1989; Lewicki, 1983; Raiffa, 1997) as well as the quality of products and services (Wilson, 1995; Rackham et al, 1996). Mayer et al, (1995) proposed a model of trust incorporating several of these factors, including risk, while acknowledging its limitations as being unidirectional (from buyer to seller) and proposed only for two parties acting within the confines of an organisational structure. Tzokas and Donaldson (2000) have also summarised the literature, identifying the multidimensional nature of the trust construct in the context of selling and sales management.

Trust is also more likely to develop between parties who perceive themselves similar - as Butler (1995) found when pitting experienced negotiators against less experienced negotiators (see also Smith and Barclay, 1997); depend on each other at the risk of forfeit (Ganesan, 1994; Wilson, 1995; Mayer et al, 1995); and, initiate co-operative behaviour (Neale and Bazerman, 1991; Lewicki et al, 1997). Parties reciprocate trusting behaviour and so build an integrative climate (Walton and McKersie, 1965; Pruitt and Carnevale, 1993; Butler, 1995; Neale and Bazerman, 1991; Lewicki et al, 1997; Westbrook, 1996; Pruitt, 1995; Schweitzer and DeChurch, 2001). Hence, early open and non-threatening behaviour will engender trust and co-operation in the other party which is more likely to continue during the negotiation, even if a deadlock occurs (Lewicki et al, 1997). Furthermore, trust has been found to be a key factor in the long-term orientation of a dyadic buyer-seller relationship because the parties share the belief each will act in an equitable and fair manner (Pruitt and Carnevale, 1993; Ganesan, 1994; Peters and Fletcher, 1995; Rackham et al, 1996; Carlisle, 1998). Trust may also be indicated by acting flexibly to reach a mutually satisfactory agreement (Pruitt, 1995).

Building and maintaining a trusting relationship between the negotiating parties is, therefore, a key activity which becomes increasingly important as the parties look to achieve integrative solutions. Thus, it would be expected that parties investing in long-term relationships will spend longer in relevant and truthful information exchange than parties who are engaged in a purely transactional negotiation, irrespective of its strategic importance to the parties.

Risk

As information is to trust, so there is risk in giving information. Trust leads to risk-taking between the parties although the form of the risky behaviour depends on the situation. Risk is the actualisation of the parties' willingness to behave in a manner perceived as tenuous because of an uncertain return (Sitkin and Pablo, 1992). As stated by Mayer et al (1995), however, *"it is unclear whether risk is an antecedent to trust, is trust, or is an outcome of trust"* (p 711). Differences in risk arise in the perceptions the parties have of (a) the value of their resource investment and (b) of their return on that investment (Karrass, 1974; Carlisle and Parker, 1989; Mayer et al, 1995; Rackham et al, 1996).

Pablo and Sitkin (1992) discuss three component factors influencing risk behaviour:

(i) *characteristics of the individual* - risk preference ie., the preference for achievement over the desire to avoid failure; risk perception ie., the assessment of the situation; and risk propensity ie., the willingness to take risks, are greater in some individuals;

(ii) *characteristics of the organisation* - composition of the decision-making group ie., homogeneity; culture of a collectivity, eg., a typical organisational culture is to be be risk averse; leader's risk orientation; and, organisational control systems, eg., rewarding or punishing the outcomes achieved;

(iii) *characteristics of the problem* - the familiarity (or experience) of the decision-maker with the situation; and, framing of the problem ie., positive or negative view of the decision-maker, where positive views may lead to risk-aversion and negative to risk-seeking behaviour.

The authors propose a model of the determinants of risk behaviour incorporating the above outlined elements. This suggests the individual's preference for risk taking influences the propensity to take risks which in turn influences their perception of the problem.

Indeed, it is widely accepted that individuals and organisations tend to be risk averse (Karrass, 1974; Bazerman and Neale in Bazerman and Lewicki, 1983; Carlisle and Parker, 1989; Pablo and Sitkin, 1992; Rackham et al, 1996; Westbrook, 1996) and yet many negotiations fail to conclude with agreement, itself presumed a risk to the parties. Bazerman and Neale (1983) suggest reasons for this lie in a number of factors related to the biases negotiators have in making decisions, including framing; overconfidence; lack of perspective taking; escalation and a 'fixed pie' perspective. For example, Neale and Bazerman (1991) report on a study where it is suggested sellers frame the transaction in terms of gaining resource, are hence averse to taking risks and settle as quickly as possible while buyers frame the transaction in terms of loss and so seek risk by holding out longer. This intimates role expectations may be used to predict risk behaviour, although this is not well researched in the context of negotiations (Neale and Bazerman, 1991; Broderick, 1998).

Several authors associate risk with aggressive, adversarial style behaviours used in distributive negotiations (see, for example, Dawson, 1990), however, Neale and Bazerman (1991) suggest parties who actively seek to take risks will achieve a more stable result than those who are risk averse because risk-seekers have a more positive attitude to reaching agreement, for example, through expanding the pie. This is supported by Carlisle (1998) and Karrass (1970 and 1974) who also suggests risk is a source of power in negotiations, both at individual and organisational levels since it creates uncertainty. Such a risk can be tempered, according to Raiffa (1982 and 1997), by formulating enforceable penalties which ensure the parties act honourably, so creating an environment of 'shared risk'. Strategies for management of risk also include avoidance and deferment (Lewicki et al, 1997).

Other factors influencing perception of risk include familiarity of the situation, control systems within the organisation and social influences (Walton and McKersie, 1965; Raiffa, 1982; Carlisle and Parker, 1989).

Risk, like trust, is specific to an identifiable relationship with another party (Mayer et al, 1995; Westbrook, 1996). Risk-taking may, therefore, be used to enhance trust in negotiations, as shown by Carlisle (1998), which supports the contention parties investing in long-term associations will actively exchange truthful information. Parties engaging in such activity are also likely to engage in risk management, eg., create an environment of 'shared risk', thus diminishing power associated risk. Furthermore, a long-term orientation may negate the impact of framing because the environment becomes trusting built, in part, by the shared experience of successful outcomes resulting from risk-seeking behaviour.

Westbrook (1996) gives examples of high-risk-seeking as making substantial concessions, exchanging sensitive information or allocating a signficant quantity of resources to secure the outcome; medium-risk-seeking as direct communication and problem-solving through a third party; and low-risk-seeking as reaching agreement on small, unimportant issues or partial agreement on bigger issues. This general hierarchy is confirmed by Brescia (1999) in her analysis of risk-bearing relationships in the pharmaceutical industry.

Power

The balance of power between buyers and sellers has a major influence on the process and outcomes. Sir Francis Bacon stated 'knowledge itself is power' (in Rackham et al, 1996). There are, however, very many sources of power used in negotiations reported in the literature, several of which have already been mentioned above. Power is the direct and indirect pressures brought to bear to achieve a desirable solution (Lewicki et al, 1997). Put another way, power is 'the ability to influence or control events' (Donohue and Kolt, 1992). Power occurs when the target accepts the control-claiming move with a concessionary move (Thimm et al, 1995). The concept of power is intrinsic in all negotiations since there may be little point in engaging in negotiation without the ability to commit (Phatak and Habib, 1996; Fowler, 1996; Lewicki et al, 1997). Indeed, no party is ever completely powerless and, even where one side has greater power, there exists the possibility of future negotiations which means there may be little point in exerting any advantage - one reason, Brewster (1989) argues, experienced negotiators always try to 'leave the other fellow with at least his bus-fare home'!

In the context of negotiations, power is specific to the parties and their relational dependencies (Donohue and Kolt, 1992). One study by Thompson et al (1996) alludes to this: these authors hypothesised teams of negotiators have the advantage over individual negotiators. Although this finding was unproven in their research, perceptions of teams by either solus negotiators or teams themselves, both before and after the negotiation, indicated they were in a position of strength.

Relational dependencies of parties, in the context of sales, arise through the need to transact physical business and, in so doing, create interdependencies (Donohue and Kolt, 1992). Negotiators may influence outcomes by manipulation of the dependencies to create a relational balance or imbalance between the parties (Lewicki et al, 1997). Indeed, the relative balance of power between the parties is accepted as a predictor of the outcome (see, for example, Donohue and Kolt, 1992). Typically an imbalance of power is characteristic of distributive negotiations while a more equal balance is characteristic of integrative negotiations (Phatak and Habib, 1996; Lewicki et al, 1997). Power imbalance creates competitive advantage, enabling the superior party to exert some leverage over the subordinate party (Grigsby, 1983; Zartman, 1993), such as that typically seen in retailing (Starkey and Carberry, 1996). Optimising the power imbalance has received a great deal of attention in recent years, particularly in the field of international relations (see, for example, Zartman, 1993). Research suggests negotiators placing emphasis on power are more likely to achieve only short-term success (Lewicki et al, 1997). The existence of an imbalance does not, however, automatically mean the power superior party will exert leverage, indeed, the concepts of flexibility and fairness in negotiations have also received much recent attention (see below).

The term power, in the context of social interaction, is often used interchangeably with leadership, persuasion and influence. For example, Lewicki et al (1997) argue *"people have power when they have 'the ability to bring about outcomes* *they desire' or 'the ability to get things done the way one wants them to be done'"* (p 180), suggesting these individuals may be said to be having influence, being persuasive, or being leaders. This is because sources of power have been identified as being both individual and situational. Harsanyi (1980a) argued power should be defined in terms of costs, strength, scope, amount and extension of social power. A summary of power sources determined by Lewicki et al (1997) is shown at Table 2.8, based on the original typology of French and Raven (1959). Of those sources highlighted in the table, the most common is that of information, as alluded to by Sir Francis Bacon above quoted.

The advent of new technology has resulted in a wealth of information which must be sifted before being used to best effect. Not surprisingly, therefore, there has been considerable emphasis on management (and marketing) information and decision support systems (MIS, MkIS and DSS) (refer for example, Neale and Bazerman, 1991; Olson and Courtney, 1992; Rhodes, 1993; Samarasan, 1993; Zartman, 1993; Gray, 1994; Pearson, 1996; Rangaswamy and Shell, 1997), knowledge management systems (eg., Rowland, 1998; Ashton, 1998; Young, 1998, Mayo, 1998) and data integration systems as organisations try to create competitive advantage through management and dissemination of appropriate information.

In negotiations, however, information exchanged may not be completely truthful and, as discussed above, lying and deception as well as bluffs, exaggeration and omissions are common tactical ploys (Lewicki, 1983; Lewicki et al, 1997). Deceitful tactics are generally used to create a power imbalance, affecting the parties' perception of each other's power and enabling leverage to be used to force agreement on issues. This is a particularly risky tactic, however, since if the lie is discovered, the result is a loss of power which will impact considerably on any long-term relationship between the parties (Lewicki, 1983; Pruitt and Carnevale, 1993; Lewicki et al, 1997; Raiffa, 1997). Notwithstanding this, risk is also a source of power (Karrass, 1970 and 1974), although, as suggested by Raiffa (1982 and 1997), this may be countered by concocting penalties which ensure the parties act honourably.

Table 2.8 Sources of Power

Source of Power	Comments
Information and expert power	• Most common source of power • Information is accumulated and used to support positions as facts, arguments and viewpoints • Exchange of information derives a common definition of the situation • Expert is someone who has gained credibility for as a source of specific information • Relates to the trustworthiness of the provider
Resource control	• Power results from the ability to allocate, distribute and create resource scarcity • Most important resources are those which have greatest influence on the target, eg., money, supplies, time, equipment, critical services, human resources
Legitimate power	• Legitimate power is direction from another which must be obeyed • Usual sources are from the social structure, eg., birth, election or entitlement • Legitimate authority is respect for the holder's position • Derivatives of power from authority are reputation and performance • Reputation is image, which is shaped by accomplishments, ie., performance
Location in the structure	• Power by virtue of the position held within an organisational structure - relates to formality • The more central, critical and relevant an individual is to organisational communication, the more powerful the individual • The greater discretion, ie., flexibility, the individual has over who receives information, the more powerful • Power also derived from the support of others as a result of visibility in negotiations
Personal power	• Converts to influence • Attractiveness (friendliness) used to establish a personal relationship, softens the process of negotiation • A component of friendliness, emotion combines with persistence leading to assertiveness and determination, may be unexpected in a negotiation situation • Integrity of character, ie., personal values and ethics, assures the other party any agreement reached will be adhered to • Persistence and tenacity in creative pursuance of goals

derived from Lewicki et al (1997)

Negotiators often try to estimate power levels within negotiations in order to assess the required control to be exercised over them in reaching favourable outcomes (Fowler, 1996). Donohue and Kolt (1992) suggest there may be two indicators in assessing power: the resources available for use by a party and the willingness of that party to use those resources to influence the situation (see also Pruitt and Carnevale, 1993). In this sense, power is perceived by the parties, however, power may also be actual, as indicated in table 2.8 (Donohue and Kolt, 1992).

When used, power moves from its previously amorphous form and becomes an event, although this may result in a loss of power as parties develop 'reference points' and evolve counter moves (Donohue and Kolt, 1992). This is particularly well illustrated by an industrial relations example from the 1970's and 1980's: management found they could adjust to loss of their workforces for short periods through strike actions called by British Trade Unions because of failure to reach agreement on pay and conditions (Mischler, 1997). This resulted in a considerable loss of power for the Unions and ultimately their demise (Fryer and Williams, 1993; Mischler, 1997). Conversely, using power may also have the effect of increasing power by demonstrating a party's willingness to use it (Donohue and Kolt, 1992).

Power emanates not only from control of physical resources but also from control of the social environment. Negotiation takes place between individuals who manipulate social interaction to reach agreement and draw on their social dependencies to influence and persuade others (Donohue and Kolt, 1992). Social dependencies, as a source of power, have varying impact on negotiations which are derived, according to Donohue and Kolt (1992), from five key factors (see also table 2.4; Lewicki et al, 1997) –

(i) culture: the values an individual holds on good and bad, translating into customs and norms;

(ii) ideology: the individual's beliefs on social order;

(iii) institution: organisations with unique social orders, habits and standards;

(iv) relationship: specific and personal to a dyad, involves control, trust and intimacy;

(v) language: the code of expression of an individual, may be non-verbal or verbal, used to 'shape' issues.

In managing power imbalances during negotiations, there are two general strategies: expanding and reducing the power dependency sources (Donohue and Kolt, 1992). Dependency-expanding strategies are those which increase the dependency of the powerful person on the power-seeking person, eg., ensuring a unique product offering. Dependency-reducing strategies are those which diminish the power of the other person, eg., ensuring the other party acts fairly (Donohue and Kolt, 1992). Of these strategies, it is clear that dependency-expansion offers a more integrative option for negotiators leading to credibility resulting in the individual being viewed as competent, trustworthy and dynamic (Donohue and Kolt, 1992). There is, however, a major drawback with this approach in the time it takes to develop the relationship between individuals. Other factors which influence the use of such power strategies are the cohesiveness among individuals, eg., their personal similarities, as well as the historical relationship of the parties (Donohue and Kolt, 1992).

If agreements reached by distributive means are less optimal for parties (Raiffa, 1997) and using power in negotiations may not be conducive to reaching agreements through integrative means, so creating long-term relationships, then it may be expedient for the more powerful party to 'give' power to its subordinates. This is commonly referred to as 'empowerment' (Donohue and Kolt, 1992), a term now extensively used in industry in a variety of different contexts and guises, such as management-workforce relations (see, for example, Daniels and Bailey, 1996). Empowerment in negotiations may take the form of releasing control over resources; focusing on issues of common interest, rather than individual interest; or, letting the less powerful party know just how powerful they really are - quite often they are more powerful than they believe (Donohue and Kolt, 1992). Indeed, exploitation of common ground is a particular tactic expounded by many authors (eg., Fisher and Ury, 1981; Fisher and Brown, 1989; Pruitt and Carnevale, 1993; Fowler, 1996; Lewicki et al, 1997; Huthwaite Research Group, 1998) although most without explicit reference to power balance. It is difficult to see, however, how empowerment may be used successfully to balance power in some situations. For example, individual power by virtue of status such as that within an organisational or social structure, implies the ability to empower which reinforces status. This was inferred by Ball and Eckel (1996) who found high-status individuals achieve better outcomes in negotiation situations than low-status individuals by artificially conferring status on one group exhibiting a certain behaviour (see also Harsanyi, 1980b).

This implies there are indeed two categories of power, ie., relative and absolute, as suggested by Pruitt and Carnevale (1993; see also Neale and Bazerman, 1991). Relative power being the extent to which one party is more powerful than the other, eg., supervisor and workforce; absolute (or total) power being the power one party has over the other, eg., an employer may have power over his own workforce but not that of another organisation. Thus the extent of the interdependencies (Donohue and Kolt, 1992) of negotiating parties bears significant relevance both on the use and perceptions of power, as discussed earlier. Absolute power will diminish (as trust builds) between parties who are engaged in long-term and collaborative negotiation situations, while empowerment of subordinate parties increases their relative power, so building the relationship between the parties (for an example in a management-employee context, see Salter, 1998).

Having reviewed the sources of power, such a discussion as this would not be complete without consideration of the different approaches (strategies) parties may use to influence others - influence being defined as 'power in action' (Lewicki et al, 1997), although there is no concensus on either the range or classification of influence strategies. Table 2.9 summarises the ten different strategies as identified.

Table 2.9 Influence Strategies and the Power Sources They Use

Influence Strategies	Power Sources Used
Persuasion	Information and expertise – information may be derived from position in structure
Exchange	Resources
Legitimacy	Position in structure - may extend resources
Friendliness	Friendliness, attractiveness, and emotion
Integration	
Praise	More explicit use of friendliness for expedient purposes
Assertiveness	'Verbal' resources combined with friendliness
Inspirational appeal	Information combined with persistence and emotion
Consultation	Information combined with emotion
Pressure	Information, negative resource control, and emotion
Coalitions	Various power tools used to build support among a coalition (information, resources, friendliness) and then use group support as leverage

source: Lewicki et al (1997)

It is clear, however, a number of different strategies may be employed in a single negotiation, depending upon the sources of power available to the parties and, as suggested earlier, their willingness to use them (Lewicki et al, 1997; Donohue and Kolt, 1992).

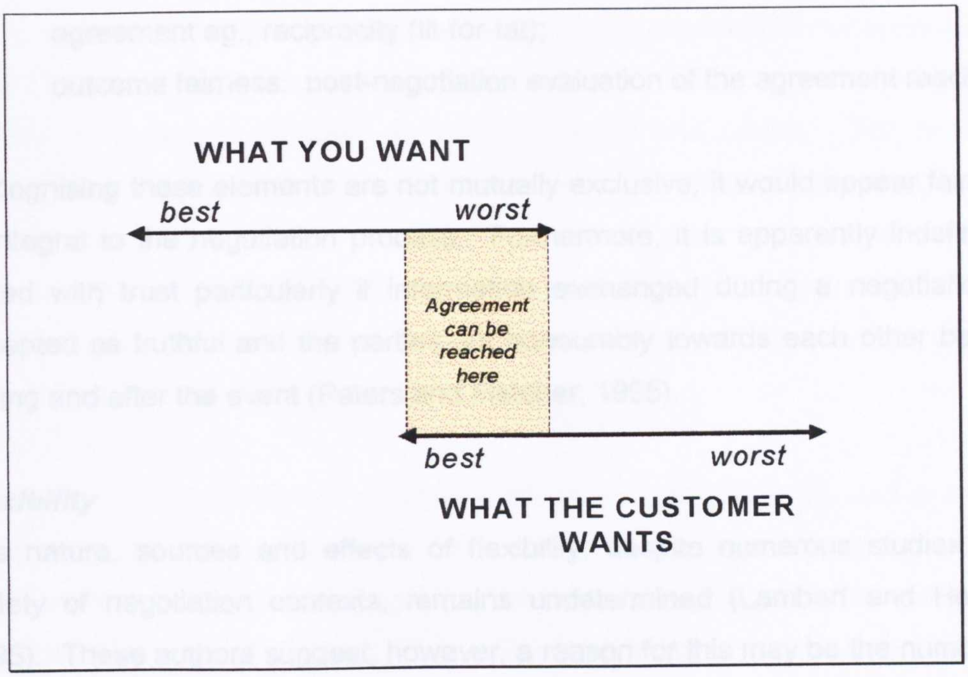
Fairness

The concept of fairness in negotiations has also received a great deal of attention but is, as with trust, risk and power, not easy to define! In the context of international relations, fairness has often been termed as 'flexibility' and referred to as adherence to ethical and moral principles (Druckman and Mitchell, 1995). Others refer to it as reciprocity (Albin, 1993; Peters and Fletcher, 1995); equality, equity and need (refer Albin, 1993, for a summary of literature). This author states that arguments are a 'cover' used in the pursuit of personal interests, usually at the expense of the other side. The conclusion of an agreement incorporates the outcome of an argument and not purely the judgement of whether the agreement reached is 'fair'. Thus, fairness refers to the outcome and the allocation and distribution of resources, rather than the process of the negotiation. Agreements viewed as fair at their outcome are more likely to be successfully implemented (Albin, 1993).

It is apparent this situation is more applicable to distributive negotiations and, indeed, these have received the greatest attention in developing an understanding of fairness. In such negotiations, fairness is used to determine the minimum requirement ('walk-away' or 'bottom-line'), which in turn influences the opening offer. This then enables structuring of the concessions - the parties will usually settle somewhere between their respective opening and minimum positions or range (refer figure 2.3 illustrating the concept of ranges being used by negotiators).

Several researchers have reported parties willing to split resources equally based on some notion of fairness, even though one party could easily have imposed a more favourable solution, for example, for reasons of their elevated power. This is a rather simplistic view of negotiation, however, since it assumes the parties place similar values on issues which is clearly is not always the case.

Figure 2.3 Illustration of Negotiation Ranges



source: Pickton and Broderick (1999)

Integrative negotiations require a different concept of fairness. Initially, the parties must jointly decide on the tradable issues they have, recognising they each value them differently – this is because, as found by Lindsey et al (1996), they are less likely to reach a mutually acceptable agreement if both parties attribute similar values to the same issues. If the 'bundle' of issues sum to an equal value for each party then the trade proceeds. The differences in values arise from divergent interests, availability of resources, priorities of issues, attitudes to risk-seeking, etc. (Albin, 1993).

Albin (1993) defines four types of fairness affecting negotiations –

(i) structural fairness: reflects the make-up of the negotiation situation, for example, are all the parties affected by the outcome present and/or fully represented; are the links between issues accurate or adequate; are the rules and codes of conduct equally favourable; are the physical arrangements suitable for all (accessibility of location and communications);

(ii) process fairness: how the parties relate to each other in the negotiation process; how fair treatment affects the procedures they use to reach agreement and how that agreement is subsequently implemented;

(iii) procedural fairness: relates to the specific mechanisms of reaching agreement eg., reciprocity (tit-for-tat);
(iv) outcome fairness: post-negotiation evaluation of the agreement reached.

Recognising these elements are not mutually exclusive, it would appear fairness is integral to the negotiation process. Furthermore, it is apparently indefinably linked with trust particularly if information exchanged during a negotiation is accepted as truthful and the parties act honourably towards each other before, during and after the event (Peters and Fletcher, 1995).

Flexibility

The nature, sources and effects of flexibility, despite numerous studies in a variety of negotiation contexts, remains undetermined (Lambert and Heston, 1995). These authors suggest, however, a reason for this may be the number of contexts in which flexibility has been employed although research has predominantly been conducted in the international relations arena, where the consequences of non-agreement between parties are seriously de-stablising. In the context of international peace negotiations, flexibility has been defined as *"any action taken to facilitate a movement in the direction of a mutually acceptable agreement... this may take the form of withdrawing support from an already stated position that complicates achievement of an agreement, or of introducing to the negotiating situation new resources that increase complementary interests and thereby enable creative outcomes."* (Atiyas, 1995, pp 186-187). Bartos (1995) suggests the meaning of 'flexibility' is not constant, stating *"in distributive negotiations,* [flexibility] *means "readiness to make concessions"; in the integrative negotiations setting, it means in addition "readiness to engage in the search process".* " (p 48).

This is a view shared by Druckman and Mitchell (1995) and Spector (1995), who suggest flexibility is helpful in reaching agreement when viewed from a joint problem-solving and creativity perspective, while, when viewed 'tactically', it is somewhat less beneficial in reaching favourable outcomes.

Specific application of flexibility to sales negotiations does appear to be relevant, although not stated as such by well-quoted authors Fisher and Ury (1981);

Fisher and Brown (1989); Pruitt and Carnevale (1993); Lewicki et al (1997), etc. Many authors do relate, however, to integrative negotiations wherein parties search for mutually acceptable solutions through a variety of techniques. This implies a degree of flexibility in their strategies and tactics. For example, Druckman and Mitchell (1995) state flexibility is implicit in dealings with parties on issues concerning resolution of differences; compromise of interests; adjusting positions, moves or concessions; reciprocation, understanding another's views, revealing mutually satisfactory solutions, re-framing problems or bundling of proposals and embracing new methods or processes.

Flexibility is characterised by change which may have both short- and long-term consequences and is witnessed in altered behaviours, objectives, plans or walk-away positions, abandoned bargaining stances, controlling strategies or activity patterns (Lambert and Heston, 1995). Flexibility, must, therefore, involve some notion of the speed of change as well as the degree of change, ie., the 'rapidity,' and 'significance' of change (Lambert and Heston, 1995). Lambert and Heston highlight the context in which negotiators demonstrate flexibility may either inhibit or promote joint outcomes, suggesting flexibility may be more appropriate and successful where the parties work together to create solutions, rather than in situations of tough bargaining (refer also Atiyas, 1995).

Sources of flexibility, similar to sources of power, have been found to be both situational and individual. For example, several authors (eg., Botes and Mitchell, 1995; Druckman, 1995) argue situational flexibility arises from the negotiator's degree of affiliation or 'constituency' with either their organisation, the other party or even a third party, such as a mediator. Greater flexibility occurs when the possibility of future negotiation exists, presumably due to some notion of saving face (Walton and McKersie, 1965; Lambert and Heston, 1995). Flexibility is also derived from the process of negotiation and particularly preparation and planning which has been undertaken prior to face-to-face interaction, resulting in a more flexible approach once negotiations commence (refer Lambert and Heston, 1995; Druckman and Mitchell, 1995). Conversely, Druckman (1995) found adherence to pre-determined strategies resulted in less flexibility, although, this author also found the presence of reporting media influenced the observance of flexible behaviours, suggesting negotiators were more likely to compromise when conducting negotiations in private (again, it is acknowledged these studies were carried out in the context of international relations with all the attendant consequences should the negotiations fail).

It is generally assumed flexibility is beneficial to negotiating parties - *"Flexibility... leads to more stable and acceptable agreements, reached more rapidly and involving greater benefits to all..."* (Lambert and Heston, 1995, p 218). The reverse may also be true, however, as the same authors ask *"... is it possible to have too much flexiblity, and when does flexibility become instability or inconstancy?"* and go on to suggest that although the term 'inflexibility' frequently has negative associations which are to be avoided, the implication of 'stability' and 'commitment' is of a low and slow degree of change which is *"more likely to lead to lasting agreements and thorough resolutions"* (p 218). Druckman (1995) goes some way to providing an answer to this dilemma, suggesting timing of flexible behaviour has an influence on the agreement reached - it is most successfully employed where initial firmness is later followed by flexibility. Pruitt (1995) has identified six common tactics of firm flexibility –

(i) concede to a point;
(ii) 'hold' on a position while seeking to recompense the other party;
(iii) 'hold' on important issues and concede on less important issues;
(iv) 'hold' on interests but find ingenious ways to achieve them;
(v) 'hold' on important issues and abandon less important issues;
(vi) 'hold' on interests only if the other party's appear less important.

Flexible behaviour indicates a desire to reach a mutually satisfactory agreement while firmness discourages exploitation. This is an important factor in building trust between the parties (Pruitt, 1995).

The concept of flexibility has been recognised by numerous authors who have developed mechanisms to analyse negotiations based on movements made during the bargaining process, ie., the reciprocity of flexible bargaining.

Issues of flexibility become complex where organisations are involved because of the divergent interests of stake-holding individuals making up the organisation. It is commonly believed organisations are more rigid than individuals and less capable of conceding (Pruitt, 1995). At least part of the reason for this is the apparent difficulty in agreeing quickly on concessions to be made which is perhaps the key determinant for empowering a small number of individuals who make up the negotiating party to act on behalf of the organisation. The ability to empower also conveys flexibility in that the more powerful party influences outcomes and means used to achieve outcomes as a result (Donohue and Kolt, 1992).

2.7.5 Influences

The review has focused on many factors influencing negotiating individuals which ultimately impact on the outcome. One key factor has been highlighted throughout the discussion of both the classic marketing and negotiation literatures reviewed in this chapter – that of the importance of information exchange between the parties. Information is crucial to engendering trust, diminishing risk, communicating power and empowerment, as well as demonstrating fairness and flexibility in behaviour and, indeed, is the underlying premise for relational development. Recently, Latz (2001) stated *"in any negotiation, information is power. The more you get, the better you'll do"* (p 66).

In particular, it has been suggested by many authors there is a strong reciprocation effect in the process of information exchange. If one person gives information, there is a high inclination for another to reply in kind, particularly when engaged in a collaborative situation. The implication of this is an increased opportunity to achieve a more integrative solution through improved accuracy in judgments about the other party's priorities. A number of authors have intimated that research into the information exchange process in required in order to further the understanding negotiations (see eg., Hopmann, 1995; Polsek, 1995 and also section 3.4.4 below).

Exchanging information in negotiation is not a natural tendency, particularly in a traditionally adversarial situation – many parties are concerned about giving away sensitive detail which may undermine their position, not only in the current negotiation but also at some point in the future (Peters and Fletcher, 1995; Westbrook, 1996). Several authors have reported the increased likelihood of reaching more optimal solutions ie., expanding the pie through integrative negotiation, simply by providing the decision-maker with accurate and adequate information (eg., Raiffa, 1997; Milgrom and Roberts, 1986; Thompson, Peterson and Brodt, 1996). Some go yet further and suggest exchanging information makes competitive behaviour irrelevant, even though information given may be either deliberately or unintentionally misleading, by correctly interpreting information given through a process of verification (where possible) or incentivising parties to be truthful (Milgrom and Roberts, 1986). These authors suggest the decision-maker is thus able to seek the right type of information for his needs.

It has been found solus negotiators tend not to seek or give as much information as do teams (Thompson et al, 1996). These authors hypothesised reasons for this are that negotiating teams seek to justify themselves to their own team members, often seeking support and looking to co-ordinate their actions to enable the team to build a shared understanding. In contrast, solus negotiators seek only to reach agreement with the other party and, therefore, typically exchange less information. It is interesting to note, however, earlier research by Thompson (1991) found beneficial outcomes for all were achieved even though information exchange was asymmetric. In other words, some information by one party is better than none at all!

This would suggest the tactical ploy of asking questions, in effect seeking information, is beneficial, as was suggested by Neale and Bazerman (1991) – assuming, of course, the information given in response is useful. Where there is trust between the parties and a mutual exchange of information occurs, there is even greater opportunity for an optimal solution to be reached. As Pruitt (1995) states *"information about the other party's needs and priorities facilitates reaching agreement on terms that are favorable to both sides. In addition, the very act of seeking this information may contribute to developing such agreements since it tends to enhance the other party's trust in oneself"* (p 107).

Not only must a party successfully elicit information to enhance the outcome from others (Roth and Malouf, 1979) but they must also be able to use that information effectively in reaching the solution (Milgrom and Roberts, 1986). A further element impacting on negotiations is, therefore, that of negotiator skill as well as preparation and planning (Westbrook, 1996) –

- *Skill:* it is incumbent upon negotiating individuals to match the needs of their organisation with those of the other party. This is particularly difficult when the organisation brings pressure to bear on the individual to reach agreement, when the individual is striving to reach a collaborative solution. Westbrook (1996) calls this a 'representational dilemma'. Westbrook (1996) suggests selling and buying firms should place more emphasis on strategy-planning skills of negotiators. This area has, of course, been discussed in the review of KAM literature which focuses on skills and competences.
- *Preparation and Planning: "... planning to negotiate may be the most fundamental aspect in business dealings"* (Westbrook, 1996, p 283), a comment supported by Peterson and Lucas (2001). Use of 'caucusing' (otherwise known as breaks or time-outs from the negotiation to discuss ideas and plans privately between team members) may be an important factor although research by Thompson et al (1996), which pitted teams against individuals, found the former consistently achieved better outcomes whether or not they were allowed to break for private discussion. Druckman (1995) suggests adherence to pre-determined negotiation strategies reduces flexibility in the process and, hence, the likelihood of reaching agreement. When preparing and planning includes a diverse range of situations or options, however, flexible behaviour increases.

In addition, a number of situational factors have been alluded to in the discussion of classic marketing relationships. The importance of social exchange has been discussed (refer eg., Galaskiewicz, 1996; Broderick, 1998). Bartos (1995) has examined this at a different level. He suggests the search for commonalities leads, ultimately, to friendship, ie., an allusion to the strong ties referred to by Granovetter (1985). Thompson et al (1996), however, state that non-friends focus more on understanding the issues at stake and less on consensus of opinions, suggesting long-time friendship 'gets in the way' of reaching an integrative outcome, a sentiment which was aired by de Burca (1999). Thompson et al go on to argue, however, that during the negotiation, cohesion among non-friends increased to almost the level of long-time friends suggesting different meanings apply to cohesion, trust and understanding between friends and non-friends.

In their study of teams versus solus negotiators, Thompson et al (1996) hypothesised teams would out-perform individuals because members of teams have higher joint expectations which ultimately enhances their performance in the negotiation. A contrary finding was observed, at least partly due to members of teams being required to co-ordinate their behaviour, particular when seeking a distributive outcome. Notwithstanding this finding, they go on to commend teams over individuals because of the overall increase in information exchanged between the parties, with the net effect being an enhancement of understanding of the issues at stake and increased accuracy in judgments of the other party's priorities.

The order of information giving has also been put forward as an important aspect eg., should information on, say, an acceptable pricing point be given before the other side can mention what they are prepared to pay? Cellich (2000) argues that the order of information does impact on outcomes but where the parties are involved in an ongoing relationship this is not necessarily negative because fairness has a strong influence on behaviour.

2.8 DISCUSSION

The central theme running through the bodies of classic marketing literature reviewed is that of the strategic importance of inter-personal relationships and communication to ongoing business relationships.

It is clear from the review undertaken that much emphasis has been put on establishing RM and its manifestations as accepted paradigms. The focus has been on conceptualising and confirming the approaches at an holistic level, such as CRM, and in confirming the relationship between outcomes and success (relative to objectives) specified by relational parties. Similarly, the body of literature on negotiation has focused on preferences, people and processes at an holistic level. Research has been more on understanding the development of management related issues, such as account planning, individual competences, trust and commitment between parties, which is acknowledged to enhance and advance usually financially related outcomes.

Little empirical research has been undertaken at the micro or episodic level of relationships which develops an understanding of the interaction between dyads of buyers and sellers. It has, however, been acknowledged that an understanding of the nature or process of information exchanged between individuals is the key to moving relationships forward to the next stage of its cycle. The lack of research in this area is undoubtedly because of its problematic nature. From the review of literature undertaken for this research, it is clear that access to buyers and sellers engaged in relationship development, particularly at the advanced stages of partnership or synergistic KAM, is difficult. This is because there are relatively few partnerships which exist as described at the advanced or integrative level. It is also because the sensitive nature of the information exchanged is unlikely to be shared with external ex-parte researchers. It would appear that information exchanged at the advanced stages of relational development tends to be social, rather than business-related.

Having said this, much of the research undertaken to date is also acknowledged to be within formal programs of relational development, as explicated by Homburg et al (2002). The taxonomies proposed by a number of authors relate to different dimensions which can be characterised by –

- the levels of formal recognition within organisations,
- the levels of co-operativeness, conflict and competitiveness between buyer and seller organisations,
- the levels of inter-personal co-operativeness, conflict and competitiveness.

These relate to internal, external and inter-personal factors. The former is clearly linked to the range of marketing activities referred to by Gummesson (1996) as 'nano-relationships' and is outside the domain of the current research. There is, however, undoubtedly overlap between these dimensions, since organisational behaviour is strongly influenced by individuals within them. An understanding, then, of inter-personal behaviour becomes the key to the development of not just external relationships between buyers and sellers (and networks) but of the organisation as a whole, as illustrated in figure 2.2 (Broderick, 1998).

The bodies of literature reviewed demonstrate the importance with which inter-personal communication between buyers and sellers should be regarded in the context of modern business relationships. For example, the literature on the buying decision process intimates how interactions may proceed over time for a single transaction but does not indicate interaction as it evolves into a long-term relationship. Negotiation is mentioned by a number of authors (eg., Shaw, 1999; Marsh, 2000; Schultz and Evans, 2002) in this context, and particularly KAM relationships. It is seen as an extremely important aspect in relational development between buyers and sellers and accounts for the majority proportion of managers' activities, resulting in a considerable amount of exchange. It is, however, not well understood, albeit generally contended that relationships at an advanced stage of development eg., partnership or synergistic KAM, are more collaborative than competitive.

The review of negotiation literature has highlighted the clear distinctions in negotiation styles which exist. On the one hand, the competitive or distributive approach and the other the collaborative or integrative approach. Integration is a term which has been used in the context of relational development, wherein the parties integrate their respective offerings to better serve the needs of the end-user. Collaboration is a term that is generally used to describe the process of integration. To a large extent, the stylistic approach adopted is dependent upon the situation in which the parties find themselves negotiating and the objectives they have for the relationship. It is argued that a more competitive approach is adopted where parties are engaged in a more transactional relationship and, hence, have limited inter-personal knowledge of each other. The collaborative approach is used wherein the parties are more likely to meet again at some future point, such as would be expected in a long-term association. The outcomes reached are more problem-solving and optimal where the parties are able to engage in collaboration during the negotiation.

The important characteristics of trust, risk-taking, balance of power, fairness and flexibility are influenced by, and in turn influence, the nature of the negotiation and the stylistic approaches of the individuals engaged in the process. In addition, these characteristics all add value to the relationship which, ultimately, leads the parties to be more competitive in the marketplace. Furthermore, a close relational match results in reciprocity of behaviours akin to friendship, if not genuine friendship, which leads to the development of these characteristics. This is consistent with the contention that advanced relationships focus on social exchange. Indeed, it is argued as being a crucial element but again, there is no empirical research to support the nature of the actual interaction between individuals in established collaborative relationships. This is because much of negotiation literature has, as has that of the RM literature, taken an economic approach to developing an understanding of processes with a view to enhancing efficiencies for an improved outcome. This may in part be due to the analytical techniques used by researchers to investigate the various phenomena.

From studies reviewed for this chapter, it is possible to identify a number of approaches to analysing negotiations, two key ones of which are game theory and content analysis. The former is very clearly related to economic analysis of negotiations and business situations at a high level of abstraction. The latter seeks to describe the actual content of negotiations by categorising usually verbal behaviour within them in order to draw some inferences about the negotiation itself. The next chapter reviews approaches to negotiation analysis since there is no consensus on appropriateness of approaches to analysis of negotiation even though it is acknowledged there are implications for the research propositions.

It is apparent there is a gap in the existing research which can be filled by the development of an understanding of inter-personal interaction at the behavioural level through a micro-level episodic analysis. The specific research objectives emanating from this literature review are, therefore, as follows –

(i) to identify the nature of the differences in information exchange between competitive and collaborative negotiation processes when the buyer-seller focus is longer-term (refer section 2.2, pages 16-18 and section 2.6, pages 31-33);

(ii) to explore the impact does the process of information exchange on negotiation outcomes have (refer section 2.2, pages 16-18);

(iii) to identify the issues negotiated at different stages of the buyer-seller relationship (refer section 2.5, pages 23-26 and section 2.6, pages 31-32);

(iv) to identify the characteristics negotiator behaviour at different stages of the buyer-seller relationship (refer section 2.2, pages 17-18 and section 2.6, pages 31-32);

(v) to examine how perceptions of buyers and sellers differ during negotiations (refer section 2.7.5 and 2.7.5, pages 45-66).

2.9 CONCLUSION

This chapter has identified a gap in the research into RM which has been identified as the need to develop an understanding of the nature and process of inter-personal interaction between buyers and sellers during exchange negotiations. Research to date has clearly outlined the importance of RM and the need for relational development between buying and selling organisations. At the heart of this is the need for improved performance in order to effectively and efficiently meet the needs of the most profitable customers in an increasingly competitive marketplace.

An important manifestation of the RM literature is Key Account Management, based on the Interactionist Approach developed by the Industrial Marketing and Purchasing Group. Relationships take a significant amount of resource investment to develop and it is, therefore, necessary to ensure that resource is not wasted on customers who are not going to give an appropriate level of return. The KAM literature focuses on the development of skills and competences required to develop effective relationships with the most strategically important customers.

Negotiation has been highlighted as a particularly important skill needed within both buying and selling organisations in order to maximise their effectiveness in all aspects of relational development. It is an individual competence required of managers who are likely to spend the majority proportion of their time actively engaged in interacting with individuals in partner organisations. The literature has described two approaches of which the collaborative style of interaction is argued as being the most appropriate in the current context. It is argued that managers adopt a style of interaction that may be akin to personal friendship in collaborative negotiations, particularly where they are engaged in exchanges at the advanced level of relational development. These exchanges are typically characterised by high levels of trust and commitment, risk-taking, fairness and a balance of power.

There is, however, surprisingly limited research on negotiations in this context and very little understanding of the nature of the information exchanged or the exchange process itself that KAM managers engage in. This is despite general agreement among researchers on the setting for these exchanges. For example, on the evolution of business-to-business relationships; the strategic importance long-term associations; and, indeed, the importance of appropriate negotiation skills in this context.

It is important to consider the reasons for this. Most obviously it is due to the researcher's objectives and interests but one of the major difficulties is clearly that of access to particularly real-life negotiations to conduct either longitudinal or cross-sectional studies. A further and key consideration is that of the approaches taken to research and analysis techniques adopted. Review of the literature has distinguished two distinct methodologies which have been applied to negotiation analysis. Both have very different foci. Game theory uses a high level of abstractive to analyse business situations with an economic focus. Content analysis is a more detailed approach to categorisation of behaviour with a more processual focus. There is, however, no consensus of agreement on appropriateness of these approaches for the current research.

This chapter has identified the specific gaps in current understanding of relational phenomenon which has resulted in the development of the research objectives, rather than methods. The next chapter, therefore, reviews the methods adopted in existing work to analyse negotiations since it is clear this has important implications for the research propositions and tests conducted.

CHAPTER 3

NEGOTIATION ANALYSIS

CHAPTER 3 : NEGOTIATION ANALYSIS

3.1 INTRODUCTION

As highlighted in the discussion and conclusions of the previous chapter, two main methods for analysis of negotiations have been adopted by researchers. These are game theory and content analysis. In addition, a further approach has more recently been used to supplement content analysis ie., sequential analysis. Much of the negotiation literature reviewed has taken an economic approach to developing an understanding of processes with a view to enhancing efficiencies for an improved outcome. Game theory, the most widely used approach, focuses on the outcome through the abstraction or reduction of events into identifiable stages. Content analysis is the reduction of some phenomena or event into pre-determined categories so as to better analyse and interpret it. Sequential analysis is the development of relationships between sequences of behaviour.

The objective of this chapter is to review methodologies applicable to the research and analysis of business negotiations in order to determine the most appropriate method for the current study. It is clear from an extensive review of research for the current study that analytical techniques may used concurrently. There appears, however, to be little consensus on appropriateness (Harris, 1996) which reflects the vast array of objectives in studies (Weingart et al, 1996).

Studies using the game theoretic approach focus, in general, on the economic outcome and efficiency of negotiations, ie., price and terms of agreement. In contrast, the content analytic approach, which may incorporate a sequential analysis of behaviours, offers insight into the actual process of bargaining and information exchange, ie., the specific behaviours used to reach the outcome and is, therefore, less focused on economic efficiency. Given this, there are implications for the research processes and procedures as well as analysis and findings. This chapter firstly discusses the contexts in which negotiations have been studied and then reviews the main methodological approaches used to analyse negotiations: game theory, content analysis and sequential analysis.

3.2 NEGOTIATION RESEARCH CONTEXTS

Research methodologies have studied negotiation in differing contexts which can be seen as artificial, or simulated and 'real-life', or naturalistic. In describing these contexts, Parke (1979) suggests there exists a 'continuum of naturalness' relating to the physical environment, the stimuli within that environment and the social actors involved.

Clearly, the study of phenomena in a simulated context raises doubts as to the generalisability of the findings. For this reason, research is desirable and confidence in the findings greater where data has been collected in a more naturalistic context (Johnson and Bolstad, 1973). It is, however, more difficult in real-life situations to obtain data as agreement of the parties to the negotiation may be withheld for numerous reasons. This may range from sensitivity of the negotiation, perceptions of personal performance and personality differences to conspicuousness of the researcher or even the rationale for the research itself (Johnson and Bolstad, 1973). Indeed, few studies using real-life negotiation data (see Harris, 1996, for a summary) have, in fact, been entirely naturalistic according to Parke's (1979) criteria. Likewise levels of simulation have been variable with many researchers having used this type of situation to ensure availability of relevant data to their research problem, particularly in exploratory stages of research.

Methods used to analyse negotiations (both simulated and naturalistic) have been predominantly techniques for observing verbal communication eg., frequency, duration and pattern (Suen and Ary, 1989), distinct from narrative reports or rating scales. This raises questions as to the validity of research: whilst the more obvious ones pertain to simulated observations, naturalistic observations are not immune to problems of observer bias, observee reaction and instrumentation decay (Johnson and Bolstad, 1973). For example, observers are usually aware of the nature, purpose and expected outcomes of the observation, as is the observed or recording instruments used may be inappropriate. Further, a danger in socially-based observational techniques is the cultural traditions which must overlay any interpretation. Bakeman and Gottman (1987) suggest observers are *"not 'detectors' of some physical or physiological process, but instead cultural 'informants'"* (p 825). It is also true that in reducing observation data to a few quantifiable variables results, at best, in a superficial understanding of the phenomenon (Suen and Ary, 1989).

Some of the techniques used to analyse negotiation processes have been developed from more generalised methodologies applicable to consumer behaviour research for use as a specialised tool. Such techniques include content analysis and sequential analysis. These have originated from a range of disciplines: psychology to anthropology, linguistics and education as well as industry.

In contrast, game theory has been used in a different context. It is an approach that has a mathematical origin dating back to the 1920's and was developed to analyse conflict in social interactions, be that in the context of economics, politics, sociology or social psychology. Today, it is a popular tool for analysing a variety of business and marketing situations (Gibbons, 1997).

This chapter discusses the relative merits of these techniques in some detail where they are applicable to the current research. The review starts with game theory, then content analysis and sequential analysis followed by a discussion of the findings.

3.3 GAME THEORY

The term 'game' is used to describe the interactive process between two or more actors (called players) whose interests are interdependent (Zagare, 1984). Seminal work in the field remains that of von Neumann (1928) although his later work with economist Morgenstern, entitled Theory of Games and Economic Behavior (1944), is seen as the foundation piece of game theory. The theory has, however, been criticised for its limited application to real-world business situations; predominantly because of its use of abstraction techniques. This section discusses the basic concepts of game theory, its usefulness and limitations, and the appropriateness of its application to business negotiations in the current research.

3.3.1 Basic Concepts

Game theory is the abstraction of key features from different situations but which have similar patterns of conflict (Zagare, 1984). Games may be one-, two- or many-person, although games of one-person (also known as games against nature) have received less attention for obvious reasons. The focus of the theory is the allocentric view by the players of other players' positions in the game, rather than on their own position (Brandenburger and Nalebuff, 1995). Of interest in the theory is the outcome, produced when players choose between strategies. These are broken down by points of decision referred to as moves which encompasses both the player's plan and the opponent's beliefs in the event he does not follow that plan (Rubenstein in Munier and Rulliere, 1993). Players select strategies to play the game while mathematical functions are used to calculate the consequences of combinations of choices for all players. Players are themselves assumed to evaluate the strategic choices, assigning values (utilities) to each outcome according to their preference. Values may represent, however, purely a rank order of outcomes, measured as ordinal utilities, or ranking plus intensity of preference, measured as cardinal utilities. Colman (1995) summarises the essential features as follows –

(i) two or more decision-makers (players);

(ii) each player has two or more choices of action (strategies) and the outcome depends on the strategic choice of all players;

(iii) there are distinct numerical pay-offs for the strategic outcomes such that all outcomes for all players can be determined.

Representation of games has two common notations: extensive and normal form. Of these, the extensive form, depicted as a basic decision tree, provides more information about the game, including sequence of events, which is lost when the game is shown in normal form by way of a matrix. This has been argued as the primary characteristic of modern game theory. It is purposely non-descriptive, thus allowing evaluation of simultaneous and sequential strategic choices (Shubik, 1982).

Von Neumann and Morgenstern have characterised two types of games - rule-based and freewheeling games. In rule-based games, the players are governed by so-called 'rules of engagement', determined, for example, by contractual or legal obligations, providing the structure of interactions between the players. Freewheeling games, in comparison, have no such external controls.

The premise of rule-based games is that for every move there is a reaction. The skill of players is in choosing the optimum reaction. As stated by Brandenburger and Nalebuff (1995) *"... you have to look forward far into the game and then reason backward to figure out which of today's actions will lead you to where you want to end up..."* (p 58). This is somewhat different to freewheeling games where interactions are essentially unstructured and the premise is that of the added value each player brings to the game. Brandenburger and Stuart (1996) suggest this is found in the asymmetry between organisations, defined as the sum of value created by all players minus the value created by all other players.

Two generic types of games are played: non-co-operative and co-operative (Brams, 1990). Non-co-operative games, where the outcome depends on the strategic choices of the players, assume agreement is reached by the players themselves and not enforced by an outside party. These games are also said to be zero-sum in the sense that one player's gain is exactly equal to the other player's loss, ie., the players' positions are diametrically opposed (Zagare, 1984), and are characterised by no communication between players (Shubik, 1975). In such situations, it has been found the game always results in a minimal, or minimax, solution because players perceive their opponent as malevolent. An example of this game is the classic Prisoner's Dilemma in which players have no history of previous games and no second chance to play the game again. It is, therefore, called a 'one-shot' game. Briefly, the game comprises two suspects of a major robbery who, on independent questioning, are given a choice to confess. The proposition is such that if suspect A confesses and B does not, A goes free and B is sent down for twenty years in prison; if both confess they each get ten years; if neither confess they each get five years (see Table 3.1 below).

Table 3.1 Prisoner's Dilemma Payoff Matrix

		Suspect A	
		Confess	**Not confess**
Suspect B	**Confess**	10, 10, yrs	0, 20 yrs
	Not confess	20, 0 yrs	5, 5 yrs

Not surprisingly, the dilemma arises from the lack of trust each suspect has in the other in choosing the strategy which results in a minimum sentence for both, rather than optimising their own position. Thus, the game has one steady state, or Nash equilibrium (confess, confess).

Several possible solutions have been suggested to this type of situation, including Tit-for-Tat (Axelrod and Hamilton, 1981). Here it is suggested, when a series of such games are played, a strategy of retaliation should be adopted after an initial co-operative move: when one player 'defects' the other follows suit immediately. In this way, players learn from each other and benefits are of co-operation without exploitation. Such a strategy works best, however, under a long-term view of the relationship between players (Kennedy, 1987; Nuata and Hoekstra, 1995).

In contrast, co-operative games presume an agreement is made and, therefore, concentrate on the division of the proceeds resulting from the agreement. A general point, however, is the predilection of players to defect. As stated by Gibbons (1997), such games would otherwise be called something such as 'a happy alignment of the players' self-interests.' Other terms for co-operative games include non-zero-sum, non-strictly competitive games (Zagare, 1984) or pure co-ordination games (see Neslin and Greenhalgh, 1983).

Payoffs are perfectly positively correlated and games may have more than two players which are characterised by high levels of communication. There may also be coalitions between groups of players, adding to the complexity of the game. Zagare (1984) suggests four key differences to zero-sum games –

(i) communication – none in zero-sum games;

(ii) information – informing the other party of a player's intention may result in exploitation in zero-sum games;

(iii) equilibrium – outcomes need not be equal or interchangeable in nonzero-sum games;

(iv) co-operation – risk is minimised by not defecting in non-zero-sum games.

Several solutions exist, summarised by Shubik (1975) –

(i) the Core – resolution of the game lies in the set of outcomes incorporating both the view of society as a whole and from all coalitions; stresses power of the groups;

(ii) the Value – suggests how players should divide the proceeds; stresses the concept of fairness;

(iii) the Nucleolus – a measure advising how much tax should be levied or subsidised to ensure there is just a core ie., social and group satisfaction;

(iv) the Bargaining Set – characterised by the stability of points raised against proposals and counter-proposals in a coalition situation; stresses bilateral bargaining between allies;

(v) the Kernal – a subset of the bargaining set where symmetry between points exist;

(vi) the Stable Set – stresses the concept of social stability.

(For an example application of the Core and the Bargaining Set to group decision-making, see Shenoy, 1980).

In particular, the work of Nash (1950, 1951 and 1953) has gained strong empirical support, being the focus of much research (Neslin and Greenhalgh, 1983). Indeed, this was as recently as 1995 recognised by the award of the Nobel Prize for Economics (Binmore, 1996) and, even more recently, was adapted as the subject of a major Hollywood production ('A Beautiful Mind' starring Russell Crowe, released 2001). Nash's 'solution' identifies a unique settlement, simultaneously satisfying certain criteria (Neslin and Greenhalgh, 1983; see also Gibbons, 1997) –

(i) individual rationality – both players are better off with the settlement;
(ii) feasibility – solution chosen from all possible outcomes is feasible;
(iii) independence of utility function scale – solution does not depend on the scale used to measure individual utilities;
(iv) pareto optimality – no other solution exists which is better for both players;
(v) independence of irrelevant alternatives – the solution is best even in a smaller subset of outcomes;
(vi) symmetry – equal utility to both players.

More recently, Raiffa is also worthy of note. His seminal work, entitled The Art and Science of Negotiation (1985), has received much acclaim for its practical advice on the resolution of conflicts through co-operation.

One classic example of a non-zero-sum game is Hawk-Dove (known also as Chicken). In this type of game (for two players), the scene is two animals fighting over some prey in which each may act as a hawk or a dove. The best outcome is where one player acts as a hawk and the other a dove; the worst where both act as hawks (see Table 3.2). There are thus two Nash equilibria (dove, hawk or hawk, dove) which correspond with the convention about the yielding player (Osborne and Rubenstein, 1994).

Table 3.2 Hawk-Dove Payoff Matrix

	Dove	Hawk
Dove	3, 3	1, 4
Hawk	4, 1	0, 0

Mixed-motive games are a combination of zero-sum and non-zero-sum games. In these games players have both competing and complementary interests (Shubik, 1975). A common example from industry is the buyer who prefers to pay less for more product while the seller requires to sell less product for more money.

Herbig (1991) suggests nine underlying assumptions of game theory –

(i) complete information – both rules of the game and the preferred choices of the other players are known;

(ii) perfect information – each player has full information of all prior choices when it becomes his turn to move;

(iii) rational decision making – players will choose to maximise their utility;

(iv) intelligent – players are able to put themselves in the shoes of their competition;

(v) competitive behaviour, not co-operative – a tendency by players to act individually;

(vi) dynamic – games evolve and changes in each player's position expected over time due, for example, to environmental evolution;

(vii) interdependence – decisions by players are inter-connected;

(viii) time – a game's outcome is influenced by its duration (analogous to a person who, having discovered his terminal illness, changes his lifestyle);

(ix) interactive – the equilibrium among active players.

Several of these assumptions have been the cause of considerable discussion as to the usefulness of its application in a business and marketing context. The essence of these is summarised below based on Herbig (1991).

Rationality

Individuals do not always act in a rational manner. They may be governed by personal emotive preferences, such as fairness (Ochs and Roth, 1989; Prasnikar and Roth, 1992; Binmore et al, 1993; Camerer et al, 1993; Beard and Beil, 1994; Rapoport, Erev and Zwick, 1995; Sonnegard, 1996; Guth, Ockenfels and Wendel, 1997); deliberately try to mislead their opponent (Beard and Beil, 1994); or have different objectives, such as long-term versus short-term perspectives (Chu and Desai, 1995). Table 3.3 provides an overview of the individual and social variables that influence rational choice in negotiations.

Irrational behaviour of one party may, however, be completely rational to another (Antonides, 1991) particularly if an action is based on different incomplete information (see Roth and Murnighan, 1982; Harrison and McCabe, 1996; Chatterjee, 1996; Rapoport, Erev and Zwick, 1995).

Table 3.3 Classification of Variables Influencing Rational Choice in Negotiations

	Individual Psychological Variables	Social Psychological Variables
Perception	• quality of objectives • magnitude of probabilities	• liking • group size • noticeability • expectations
Evaluation	• money (relative values) • time (discounting) • gains and losses	• altruism • power • norms
Information processing	• heuristics (aspirations, reservation outcomes) • cognitive dissonance	• communication • third party • market position

source: Antonides (1991)

Complete information

Several studies have alluded to the relevance of complete information in negotiation situations, showing the more information available to parties, the more successful a particular outcome (Chatterjee and Samuelson, 1995) and the longer a relationship will be (see Herbig, 1991; Rochet, 1987). This situation, however, assumes certain knowledge but predictions of the future are, at best, probabilistic. It is unrealistic to assume any party has complete information in business (Milgrom and Roberts, 1986) and, indeed, highly likely one competitor will hold more information than another, particularly about their own position (refer Cudd, 1993; Johnson, 1993; Beard and Beil, 1994; Lindsey, Samuelson and Zeckhauser, 1996). Games of such incomplete information are also known as Bayesian games (Gibbons, 1997).

It has been counter argued, however, the use of market signalling ie., the deliberate pre-notification of one party to others (not necessarily competitors) of its intentions, provides each with complete information, albeit somewhat sketchy (for examples see Engers, 1987; Engers and

Fernandez, 1987). As a result, recent developments have concentrated on games of non-co-operation and incomplete information (see Chatterjee and Ulvila, 1982). In these games subjective probabilities are assigned to outcomes, strategies and information which may be used to explain market conditions or competitive objectives and concern the likely acceptable agreements to the parties (Roth and Murnighan, 1982).

Mixed strategies

Management concerns stem from the range of strategic choice based on a non-fixed scenario - decisions are thus not clear cut. While this is often undesirable, the underlying impression is one of randomness, making it less easy for competitors to maximise their positions.

Competitiveness

This is emphasised in zero-sum games, particularly in so-called 'one-shot' games, where there is no knowledge of previous interactions and the outcome is always minimum for the parties (minimax) eg., Prisoner's Dilemma. Raiffa (1985) argues that although players may consider themselves strictly opposed, it is rarely true. Rather, disputants are jointly co-operative problem solvers. An example of this is seen in the strategic alliances now seen in business such as that between Volkswagen and Skoda and Daimler-Benz and Chrysler, and which subsequently resulted in merger (Dyer, 2000). Such co-operation may, however, be the result of market economies, as argued by Tulloch (1987), rather than a desire for non-competition.

Reputation

Game theory does not formally consider an organisation's reputation or credibility, often used to great effect in marketing communications. A study by Roth and Shoumaker (1982) indicates, however, the bargaining outcome may be influenced by expectations of the parties. Furthermore, market signalling may be used to supplement information, as shown by Kreps and Wilson (1982) who found behaviour of competitors was altered by another's price cutting tactics in the marketplace. Similar results were also found by Bower et al (1996) when analysing past behaviour of principals in relationships between the US Department of Defence and its contractors; and Nuate and Hoekstra (1995).

General criticism typically alleges game models are oversimplified resulting in unrealistic or unsound choices. Simplicity can often enhance understanding of complex issues and, as suggested by Bennett (1995), there is no guarantee a more realistic model improves performance. A similar argument was put forward for the organisational buying behaviour literature reviewed in the previous chapter.

Other discussions arise from game theory having no national or regional identity, being based in mathematics (and is hence one reason for its prolific use in the study of international relations). It thus ignores the cultural overtones (language, religion, values and attitudes, manners and customs, education, social norms, etc) which impact on individual behaviour and may influence any or all of the above outlined specific areas of discussion (Binmore et al, 1993; Bennett, 1995; Dacey and Carlson, 1996). Indeed, several authors have attempted to incorporate decision-theory (Ostmann, 1992; Cudd, 1993; Johnson, 1993; Budescu and Rapoport, 1994; Dacey and Carlson, 1996; Chatterjee, 1996 to name but a few); models of human interaction (Antonides, 1991; Tracy, 1995); 'drama' theory, incorporating the role of emotions on strategic choice (Bennett, 1995) into their game theoretic approaches to problems in an attempt to counteract this apparent lassitude.

Furthermore, games have tended to be either static or dynamic variations of non-co-operation and co-operation between players (Tracy, 1995; Gibbons, 1997). Few authors have tried to integrate these apparently distinct games (Andes, 1992) and fewer still have developed games to reflect evolution in real-life (see Binmore, 1991), be that biological, social or cultural (Tracy, 1995; Matsui, 1996).

Bennett (1995) categorises these and further criticisms under four headings –

(i) differing perceptions – players act according to their own definitions of the situation, suggesting rational behaviour is extremely subjective. Such behaviour has led to a wide body of literature on the impact of incomplete information (eg., Harsanyi, 1967 and 1968) although these games are complex and rely on fully quantifiable and consistent beliefs and utilities for all players;

(ii) dynamics – sequence of events results in different choices, or sub-games, as the game unfolds. This is in contrast to the original concept of game theory which enabled players to 'telescope' a series of choices from a single choice. Sub-games result not in a fixed outcome but a consequential game – a multi-stage game which reduces the inherent complexity of the fixed outcome scenario;

(iii) combinatorial complexity – the number of choices directly impacts on complexity, adding weight to the argument of over-simplification of game models. Not all combinations of choices are feasible, however, thus helping to reduce analysis to a management level;

(iv) linked issues – models often ignore the wider context of the game although research is ongoing into the analysis of internal and external influences, such as that of national leaders with limited resources considering the balance of domestic programs against their pursuit of military supremacy.

Developments in computer technology, particularly knowledge-based expert systems (eg., INTERACT, DecisionMaker and CONAN referred to in Bennett, 1995) support game theory as a tool for analysing a variety of scenarios. Computers, through their graphical user interface and windowed environment, also enable existing models to be applied in new ways while continuing advancements in specific software packages will broaden the usage of this complex and highly mathematical methodology. For example, players may be able to query models as the game proceeds.

3.3.2 Game Theory in Business

Applications relating to business and marketing fall into two categories of models outlined: competitive and co-operative. Specific areas of study include innovation; pricing and bidding (Evans, 1989; Li, 1995; Parlar and Wang, 1995; Li, Huang and Ashley, 1995; Lindsey et al, 1996); market strategy and market share (Brandenburger and Stuart, 1996; Brandenburger and Nalebuff, 1995 and 1996; Armstrong and Collopy, 1996); advertising and promotion; market channels and distribution (Chu and Desai, 1995); product marketing; market signalling (Engers, 1987; Engers and Fernandez, 1987); as well as negotiation and bargaining (eg., Bard, 1987 and for a review of literature see Chatterjee, 1996).

A recent development is the competitive game devised to assess successful business strategies by Brandenburger and Nalebuff (1995). Here the game is about *"actively shaping the game you play, not just playing the game you find"* (p 58). These authors have developed a schematic map to represent all players in the game of business, called the Value Net (Brandenburger and Nalebuff, 1995), essentially describing the players as 'substitutors' and 'complementors' – a similar tool to that of Porter's Five Forces model. They describe their application of game theory to business as the search for win-win strategies, coining the term 'co-opetition' to encourage co-operative and competitive ways of playing the game (Brandenburger and Nalebuff, 1996, although originally used by Ray Noorda, as head of Novell, to describe interactions in the information technology industry). This has, however, been strongly refuted by Armstrong (2002) who states that as a predictive tool to aid better choice of strategy and even decisions, game theory is somewhat less accurate than simulated interactions. Indeed, he states there is currently no empirical evidence to support the forecasting value of game theory in this arena.

Herbig (1991) argues the best use of game theory in a marketing context is in industrial situations, where fewer identifiable participants exist, since a greater number of participants result in more complex and simultaneously less worthwhile analysis. Concentration of studies in recent years has been on the development of real-world process models of two-party bargaining interactions, such as buyer-seller exchanges (eg., Roering et al, 1975; Evans, 1989; Bard, 1987; Balakrishnan and Eliashberg, 1995), rather than qualifying outcomes (Chatterjee, 1996). Areas researched include the strategic use of information (eg., Engers, 1987; Engers and Fernandez, 1987); the impact of the competitive domain (eg., Pinkley, 1995); the function of time (eg., Rapoport et al, 1995); alternatives to negotiating (eg., Fisher and Ury, 1981); the constituents of power such as competition, risk factors, credibility, trust, expertise and needs (eg., Powell, 1996); concession strategies (eg., Northcraft et al, 1995) and the relationship between the parties, be that real or perceived (eg., Mathews et al, 1972).

Concerns remain, as outlined above, particularly where bargaining is undertaken in situations of incomplete information (Chatterjee and Samuelson, 1993) and, ironically, well respected pioneers in the field such Raiffa (1997) and Hopmann (1995), are now highly critical of its achievements not least because of the wide variety of models and solutions to games (Chatterjee, 1996).

A particular problem facing researchers is its robustness under real-life conditions (eg., Armstrong, 2002). As stated by Ostmann (1992), *"it is not easy to find out what game the people on the field are playing - once you have a candidate, you often find that it is not well defined"* (p 27). This is exacerbated under real-time conditions such as business negotiations where analysis is of the face-to-face communication process. It is not surprisingly much easier to collect experimental data, where variables may be controlled, although often not possible to generalise the findings.

The study of negotiation using game theoretic models has nonetheless become a major topic in business and law schools. More than sixty descriptive books have been published since 1990 in the United Kingdom alone (Hammicks, 2001). It has also been developed into short courses in industry. So popular has it become that a wide and variously subjective body of prescriptive literature has been written by and for practitioners, a considerable amount of which has been read during the course of the current research (and referred to where it applies to buyer-seller interactions). This usage adds weight to arguments in its favour and, while recognising its often severe limitations, many authors suggest game theory does have the ability to provide an overview of the negotiation situation. As Oliver (1997) states: "[game theory] *tells us about outcomes we can expect when rational agents bargain, whether these are artificial or not... the models do not tell, in all cases, a given agent which of many strategies to use in a given bargaining situation*" (p 1).

This is endorsed with the view that its use as a negotiation support tool is particularly limited by its inability to provide *"unambiguous recommendations for a target to aim at and for actions to reach this target"* (Munier and Rulliere, 1993, p 235). Munier and Rulliere (1993) propose the development of forward induction games, towards the concept of 'cognitive rationality', will enable its use as a negotiation support tool. This requires each player in the game to provide some information on the history of deviations for other players from memory. Consistencies would be used to determine the current rationality in the game. This is, as yet, an under-researched area of the theory.

Other authors suggest game theory may include formal content and social direction, in contrast to observational methodologies which review process, such as content analysis discussed below. For example, Ostmann (1992) argues against categorical coding of data suggesting it is inappropriate for capturing the *"mutual perception of relations between the agents"* (p 30). Armstrong (2002), however, argues that research studies should *"embrace procedures other than game theory"* (p 9). Nonetheless, the distinction remains between these two methodologies as outcome-based compared to process-based (refer Bennett, 1995).

An emerging approach to the analysis of negotiations, based predominently on game theoretic concepts, is negotiation analysis. This ostensibly differs to game theory in four main characteristics (Sebenius, 1992) but is largely undeveloped at the current time –

(i) an asymmetrically prescriptive/descriptive orientation – the approach seeks to prescriptively advise one party based on a description of other parties behaviour. In contrast, game theory offers a 'symmetrically prescriptive' analysis of each players' rational choices;

(ii) a radically subjective perspective – the parties are presumed to assess the probabilities of different events; perceptions of underlying interests are given; behaviour is assessed in the light of available evidence;

(iii) sensitivity to 'value left on the table' – inefficient agreements are expected and effort is concentrated on helping the parties to expand their gains;

(iv) a focus away from equilibrium analysis and toward perceptions of the zone of possible agreement – each party is able to assess the appeal of its no-agreement alternatives and, hence, the zone of possible agreement is a choice from a set of agreements which is better in value than no agreement. The focus is on how the perceptions of the zone of agreement can be changed.

The approach thus addresses much of the criticism levied at game theory, in particular the assumptions of rationality, complete information and pareto-optimal solutions to negotiations.

This is a promising technique for analysis of negotiations, however, there is very little published research in this area at present. Given this, there is insufficient guidance to follow for the current study. Review, therefore, now turns to the content analytic approach.

3.4 CONTENT ANALYSIS

Content analysis has been applied to diverse fields of research, including psychology, anthropology, education, linguistics and history (Krippendorff, 1980) from its origin as a method of analysing trends in mass communications. The technique was first used more than 200 years ago to analyse textual material from newspaper and magazine articles, advertisements, political speeches, hymns, folktales and riddles, among others.

3.4.1 Basic Concepts

The methodology comprises a coding scheme based on specific research questions of which verbal units are categorised, recorded and compared to reach some conclusion about the content of the communication (Harris, 1996). Verbal units may be analysed by sentence, single word or image (Kolbe and Burnett, 1991). It is a method for the analysis of the communication message itself, rather than the sender's or receiver's interpretation of that message (Kassarjian, 1977).

Content categories must contain homogenous data (Janis, 1965) according to the scheme to be used. That is, all data classified into the same category refers to the same object or agent and everything which has been excluded does not refer to that object or event. Various levels of classifying content of communications have evolved (Janis, 1965) where meanings of words are inferred from the context in which they occurred relative to accompanying behaviours –

(i) pragmatical content analysis – analysing likely cause and effect, ie., frequency of an utterance producing a desired effect on an audience eg., the number of times something is said which is likely to have the effect of producing favourable attitudes towards a business proposal in a negotiation process;

(ii) semantical content analysis – analysing meanings, ie., frequency of utterances used to describe a particular phenomenon, irrespective of words used eg., counting the number of times a business proposal is referred to –

- designations analysis – frequency of reference to objects (persons, thins, groups or concepts);
- attribution analysis – frequency of characterisations (eg., references to trust);
- assertions analysis – frequency of characterisations to certain objects ie., thematic analysis (eg., references to trust in the business proposal).

(iii) sign-vehicle analysis – the frequency of an actual utterance.

Consequently, it has numerous potential uses (Berelson, 1952, identifies some 17) of which several appear particularly relevant to the analysis of business negotiation situations –

- auditing content against objectives;
- constructing and applying communication standards;
- identifying features of style;
- identifying characteristics of communicators;
- determining psychological states of individuals or groups;
- identifying international differences in communications;
- determining cultural patters (attitudes, interests, values);
- revealing the focus of attention; and
- describing communication responses (attitude and behaviour).

Indeed, a variety of content analytic techniques have been applied to the research of international relations (North et al, 1963, in Weber, 1990), from which much of modern negotiation theory has evolved.

As applied to consumer behaviour research, content analysis has been described as a method to *"systematically evaluate the symbolic content of all forms of recorded communications"* (Kolbe and Burnett, 1991, p 243). More specifically, the technique provides a methodology to objectively quantify the content of communication between some sender and some receiver (Holsti, 1969) in the context of the communication (Berelson, 1952, in Krippendorff, 1980). This latter definition has led to criticism although content of communication without consideration of the environment in which it occurred is of little practical use.

In relating communication to context using content analysis, a number of logical mechanisms may be employed to describe the nature of the analytical technique. These include systems, standards, indices, linguistic representations, communications and institutional processes (Krippendorff, 1980).

Systems

Krippendorff (1980) defines a system as a conceptual device describing a portion of reality. Broader descriptions are *"an entity that maintains its existence and functions as a whole through the interaction of its parts"* (O'Connor, 1996, p 1); *"a boundary-maintaining set of interdependent particles or sub-units... viewed as occupying one level of a multi-level hierarchy of systems"* (North et al, 1963, p 5). Essential constituents are –

- components – of variable states, eg., functional departments within an organisation such as sales, finance, human resources management, etc;
- relations – constraints on the co-occurrences of states across components eg., the Memorandum of Articles of Association specifying the legal operational environment of a private limited company;
- transformations – the interaction of components (states) within the system constraints (relations), either spatially or temporally.

Common examples of systems include the human body, an organisation, Government, the Solar System.

Of interest in the systems approach to content analysis are the transformations which do not vary over time or space and, therefore, enable extrapolation. Analysis identifies past trends, patterns and differences. In analysis of business negotiation processes, any identification of constant factors, particularly those influencing successful outcomes, are of key relevance.

Trends have been observed by Speed (1893) who found a decline in literary matters for an increase in gossip in New York dailies; Lasswell (1941) in references to different countries from various national newspapers; and Namenwirth (1973) discovered cycles of global value changes by content analysing US political party platforms.

Identifying patterns in data enhance prediction. Thus, in combining patterns and trends, interesting content analyses have been developed. Interaction Process Analysis (Bales, 1950) revealed patterns in the inter-relationships of small groups; Holsti et al (1965) moderately well predicted the emotional response of each group of US and Soviet Union decision-makers during the 1962 Cuban Missile Crisis. Bales' system in particular has been the bedrock of many mechanisms developed to analyse negotiations.

Differences identified in communications content enable extrapolation to new situations. Thus, the Hoover Institution's study of Revolution and the Development of International Relations (RADIR) resulted in Pool (1951) correlating hostilities towards other nations with insecurity. More recently, policy makers have expressed interest in Gerbner et al's (1979) study of television violence. In analysis of negotiations, Beriker and Druckman (in Harris, 1996) have linked simulated and naturalistic negotiation processes, although this has not been exploited (Harris, 1996).

Standards

Standards allow comparison of objects through relative measurement by identifying, evaluating and auditing the content of communication. Evaluation is somewhat subjective since many studies have lacked defensible criteria for measurement against some standard (Krippendorff, 1980). Audits are also subject to judgment although the standard is intertwined with legal or professional directives, eg., the Advertising Standards Association, against whose guidelines advertisements for non-broadcast media are deemed fit for public consumption. Identification of a given characteristic is, however, easier since it either does or does not exhibit that characteristic. Janis (1965) argues most content analyses involve the categorisation of sign vehicles, based on meanings interpreted by the receiver. This is at least partially due to the problems of understanding complex human behaviours, alluded to by Donohue et al (1984) in their development of a cue-response coding mechanism.

Indices

An index is of interest when it may be causally related to other phenomena (Krippendorff, 1980), likened to a physician's diagnosis of an illness from his patient's symptoms. Here content analysis has long been used to measure importance, attention or emphasis; determine the direction of bias; and, infer the level of belief, conviction or motivation. For example, McClelland (1958) recorded frequencies of a class of words as an index to the motive of achievement through analysis of sentence lengths and types of words used; the authenticity of written works has been repudiated by Morton (1963); and, it has also become a popular tool of the Computer Age with 'readability statistics' facilities now found in most word-processing software.

Linguistic representations

Discourse (the sequence of a communication) is of considerable interest since reference to an utterance alone obviates the connotation and understanding of language. That is, behaviours exhibited may contain a series of lexical items with essentially similar meanings in isolation, however, in their context may have entirely different meanings. An example from Hays (1969) compares the content of three sentences: *"the door opened"; "the janitor opened the door", "the key opened the door"* (p 62). Here the subject of each sentence is different (door, janitor, key) but the action of opening the door is the same. It is the relationship between the subject and the event which changes.

Linguistic representation is, therefore, a method of content analysis whereby language is classified according to qualitative references to, rather than a quantitative index of, an object. This has been used by researchers to develop models of behaviour to analyse, for example, options remaining during arms limitation negotiations (Allen, 1963). Developments in computer-aided content analysis (Hays, 1969; Wilson and Rayson, 1996) also enhance the opportunity to analyse inferences, objectives, disagreements, or alternative courses (Krippendorff, 1980).

Communications

Communication takes place in the context of an existing relationship among subjects and, in so doing, alters that relationship. Although rarely used in content analysis, this concept has been utilised to analyse response and cue elements of negotiations by Donohue et al (1984). A more common methodology for analysis of communication, however, is interaction analysis (Bales, 1950; Krippendorff, 1980).

Institutional processes

Verbal communications within organisations have many different purposes and meanings depending on structure and processes. Interpretations may well differ from face value, particularly when viewed by an external party. Indeed, organisational communications are governed by legal and professional directives overlaid with macro- and micro-environmental influences, as shown by Clarke (1997) in her analysis of published company Annual Report and Accounts.

3.4.2 Reliability and Validity

Criticism of content analysis stems from its subjectivity. Researcher bias affects all stages of the technique from decisions on data collection methods to analysis and ultimately interpretation of results. Identification of the mechanism or coding scheme and categories are key since reliability is enhanced through validity of data (Kolbe and Burnett, 1991).

Reliability

Reliability takes three forms in content analysis: stability, reproducibility and accuracy (Krippendorff, 1980) –

- stability – is the extent to which the analysis is immutable, referring to the re-coding of data by the same judge at different points in time. Such intra-judge consistency is the weakest form of reliability since accurate re-coding of data may be subject to cognitive dissonance, interpretation of coding rules, data or the context of the communication. Furthermore, a common phenomenon is that of 'instrument decay' (Johnson and Bolstad, 1973), in this context used to describe one judge's reactivity to being spot-assessed at varying levels post-training. This is particularly problematic when data is collected and coded 'live' as in naturalistic situations but may be at least partially overcome by continuous training (Johnson and Bolstad, 1973).

- reproducibility – is the duplication of coding under different circumstances eg., different judges or situations. Lack of consensus in coding may, therefore, result from inconsistencies between judges ie., inter-judge.
- accuracy – refers to the process of conforming to a known standard. This involves comparison of one judge's (or coder's) coding performance to the correct measure. Differences represent inconsistencies in intra- or inter-judge reliability and deviations from the standard. It is the strongest measure of reliability, however, it assumes the underlying standard is valid. As a training aid for judges, accuracy is particularly useful since it enables performance to be monitored.

Observer bias is a problem noteworthy at this juncture. Although the benefits of training in coding mechanisms are well understood, bias may result where certain outcomes are expected or desirous. Johnson and Bolstad (1973) outline several useful techniques to overcome this issue including masking the true purpose of the assignment, using naive or untrained judges, using new judges at different phases in the research, overlapping judges to check accuracy and subtly feeding judges different theories. These techniques are recommended predominantly for naturalistic observations; ironically where they may be impractical to implement not least for reasons of credibility!

Utterances have been divided into units according to type of data to be collected (Weiner, 1971, in Morley and Stephenson, 1977). Of the generic definition rules suggested, however, reliability has been found to vary (Guestzkow, 1950; Morley and Stephenson, 1977). This is not surprising given the apparent relative ease of unitising data –

(i) temporal – by some discretional time interval;
(ii) transactional – unbroken speech burst;
(iii) psychological – expression of 'simple thought';
(iv) categorical – by the system of categories; and
(v) hybrid – any combination of the above.

In particular, ease of unitising data may be related to collection method (Guetzkow, 1950), eg., responses to questions compared to continuous observation of verbal behaviour.

Using a number of independent judges to analyse data enhances objectivity (Kolbe and Burnett, 1991) while the training of judges also offers opportunities to pre-test identified categories through discussion and consensus. It is also the case that unit sizes may not be appropriate for the categories chosen – units may be too small, resulting in an increase in unclassifiable data; or too large, resulting in ambiguities between judges.

Measures of reliability enhance the research findings, supporting decisions, drawing inferences from or making recommendations based on the original data. Such measures also enable the methodology to be used quantitatively (Guetzkow, 1950). Researchers have, however, been criticised for their under-use of rigorous statistical calculation of category and judge reliability (Kolbe and Burnett, 1991), raising obvious questions on credibility.

A commonly used measure (Kolbe and Burnett, 1991) is the coefficient of agreement (C) between judges, ie., the number of agreements (F) divided by the number of coding decisions (N) which should be calculated on a category by category basis. This is because an 'overall' measure may hide poor individual reliabilities –

$$C = F / N$$

Spearman Rank Order Correlation (or D^2) is also a commonly used measure for where a standard is known (as it may be when assessing accuracy during the training of judges). Here coded behaviours are ranked. Differences in the ranking to the standard calculated are used to assess an overall measure of agreement (refer Johnson and Bolstad, 1973).

A similar statistic is that of Kendall's Tau (Garson, 2002). It is a measure of association between ordinal variables computed as the excess of concordant over discordant pairs. In other words, it tests for the difference between the probability that order in the data is similar between judges and that it is disimilar. It has been used as a measure of agreement between multiple judges and is operationalised for use within SPSS. It is, however, difficult to judge the result where the direction of causation is unknown. Cronbach's (1951) coefficient alpha is also a measure for internal consistency of the instrument. It considers, in addition to correlation between judges, the number of categories and coded items.

Inherent problems arise with these measures as the probability of correctly categorising data improves where there are small number of categories or some are rarely used. A measure developed to remove the impact of chance agreement is Cohen's (1960) kappa (k) although it is difficult to calculate where chance is unknown or cannot be approximated. Kappa is the number of agreements (F_0) minus the number of agreements expected by chance (F_C), divided by the number of coding decisions (N) minus the number of agreements by chance (F_C) –

$$k = (F_0 - F_C) / (N - F_C)$$

Kappa may be tested for significance (Bakeman and Gottman, 1987) and is also a commonly used measure in sequential analyses. It remains a popular calculation for testing agreement and a number of analytical computer software programmes have been written as reported by Silver and Hittner (1998), eg., Chan (1987); Cicchetti and Heavens (1990); Valiquette et al (1994). Similarly, Scott's (1955) Pi corrects for the number of categories and the frequency of use for each.

An index (I) proposed by Perreault and Leigh (1989) estimates the complete process of judgment-based research, assessing variations due to the number of categories –

$$I = \{ [F_0 / N) - (1 / k)] [k / (k-1)] \}$$

where F_0 is the number of observed frequency of agreements, N is the number of coding decisions and k is the number of categories.

Guetzkow (1950) proposes reliability measures for both the coding procedures and the separation of data into units. The probability is estimated for the number of units on which the judges agree (based on two judges, p_1 and p_2), both correctly and incorrectly classified, where k is the number of categories –

$$P = [(k / k\text{-}1)p_2] - [(2 / k\text{-}1)p] + 1 / k\text{-}1$$

The reliability of unitising (U) is expressed by the difference between the judges as a percentage of the sum of the number of units obtained by each judge (0_1 is the number of units obtained by the first judge, 0_2 by the second) –

$$U = (0_1 - 0_2) / (0_1 + 0_2)$$

Resultant estimates enable the analyst to estimate the amount of data needed to be check-coded to achieve the desired level of judge accuracy. These estimates may be calculated for up to 4 judges (see Guetzkow, 1950, for a full review of the procedures).

Analysis of variance in reliability although important (for a full discussion, see Krippendorff, 1980) is, however, of little practical benefit where categories are poorly defined. The use of sound operational definitions using rules and descriptives for coding data improves this (Krippendorff, 1980). As suggested by Kolbe and Burnett (1991), *"research will be improved more by focusing on operational procedures that increase interjudge reliability"* (p 249). Operational definitions are fundamental to all research designs (refer eg., Deming, 1993). Citing an example of *"how many people live in Slough?"* Gall (1989) suggests definitions will be required to 'people', 'live' and 'in Slough' before this question could be answered. For example, does the word 'people' include children; does 'live' mean only those who own homes; does 'in Slough' include the outskirts? There are obviously any number of answers to these questions. It is clear from this that operational definitions are essential. This must also be relevant to the research problem. Indeed, a high level of disagreement between judges may indicate problems in the research design, ie., the validity of the research.

Validity

Validity is the extent to which the research may be generalised to the population. Two types of validity exist in relation to content analysis (Weber, 1990) –

- internal – referring to the classification scheme or categories as being representative of the research hypotheses. Such 'face' validity is the weakest form;
- external – there are various types of external validity which refer to the extent the research results correspond with previous and future findings. Four main ones are –
  - (i) construct – relating to the underlying theoretical rationale of the data measured. Construct validity increases where there is a high predictive correlation in the construct of interest and other related constructs from previous research (Kinnear and Taylor, 1991);
  - (ii) hypothesis – pertaining to the consistency of the data with expected relationships and theoretical argument. This is an indirect form of validation, referring to precedent (Clarke, 1997);
  - (iii) predictive – is the verification of the inferences made from content analysis by observing actual events, whether these are past, present or future phenomena (Krippendorff, 1980);
  - (iv) semantic – relating to judge reliability but specifically refers to agreement on meanings or connotations of units being analysed by persons familiar with language. This is particularly relevant, for example, in analysis of cross-cultural business negotiations where important differences may be overlooked (Holsti et al, 1973).

Other elements of validity are universal to any research design, including sampling and data related measures.

3.4.3 Application to Business

Application of content analysis has not been limited to confirming content from previously developed theories. It includes analysing unexplained variations in any balance of observed data (Lijphart, 1971). Consequently, it is a valuable qualitative tool in further development of hypotheses. Additionally, the technique has application in supplementing many other research methodologies, eg., verifying self-completion questionnaires (Kolbe and Burnett, 1991).

Commonly operationalised using manual recording techniques, ie., pencil and paper (Suen and Ary, 1989), the process of content analysis lends itself to automation, reducing the human cost and simultaneously improving reliability. Exclusive use of computers for data analysis may result, however, in lost opportunities to pre-test or discuss the mechanism with judges. Despite this a number of computer software packages have been developed in recent years although this is a largely undeveloped area. Packages range from those specific to a given context to free form, user specified contexts. Examples are ACAMRIT for 'automated content analysis of marketing research interview transcripts', designed by Lancaster University in collaboration with a major market research organisation to analyse interview transcripts (Wilson and Rayson, 1996); the aptly named NUDIST for 'non-numerical unstructured data indexing searching and theorizing', supporting processes such as manage, explore and search the text of documents; manage and explore ideas about the data; link ideas and construct theories about the data; test theories about the data; and, generate reports including statistical summaries (NUDIST on-line Mini-Manual, Version 3.0.4).

A more sophisticated programme is one which is now also receiving much attention in industry, given the advent of the so-called 'information age'. SAS Text Minor for 'statistical analysis system', launched mid-2002 (www.sas.com) was part of an analytical programme that was originally developed in 1976 for, eg., data warehousing, data mining, data visualisation and applications development. It can analyse the content of large text-based files such as emails, call reports and other documents and assist in uncovering patterns in data. It is generally for use in the context of customer relationship management (CRM) programs wherein managers receive and process large amounts of text-based information; human resources where it is used for reviewing and matching applicant curriculum vitaes; and, analysis of open-ended survey responses to identify trends and for hypothesis development. It enables full text 'pre-processing' by integrating unstructured textual data with existing structured data such as demographic and psychographic purchasing data and includes foreign language dictionaries.

Automated analysis is particularly useful where the amount of data is large although sample sizes have been found to vary depending on availability of such data (Kolbe and Burnett, 1991). Thus, use of content analysis in negotiation research is not surprisingly greater where samples comprise simulated, rather than naturalistic, negotiations (Harris, 1996).

The principal limitation of content analysis is that it assumes frequency is allied to intensity (Clarke, 1997). This is true only if the underlying premise is frequency related which may not always be the case. For example, does a very occasional reference to trust during a partnership negotiation for supply of some service mean it is irrelevant? Olekalns et al (1996) argue, however, that in negotiations, outcomes are directly linked to frequency, based on strategies that have been used to reach them. Criticism has also been levied for the under-utilisation and reporting of reliability and validity measures by researchers (Kolbe and Burnett, 1991). Furthermore, selective analysis of data, rather than exhaustive categorisation of all data, may result in undue bias. Nonetheless, data has often been selected to support an area of particular interest to the researcher (Clarke, 1997).

Despite the criticisms reviewed above, content analysis offers researchers several major benefits – it is unobtrusive, unstructured, context sensitive and able to cope with large quantities of data (Krippendorff, 1980). These are particularly attractive to the researcher of negotiations, wherein verbal communication is key to a successful outcome (Harris, 1996) and the intent is not to influence the process. Indeed, more obvious techniques, such as interviewing, questionnaire completion and projective tests, may result in biased responses (Kinnear and Taylor, 1991).

To a certain extent, design of the method is left to the researcher (Clarke, 1997) depending on the substantive problem and theoretical premise for the study. As Holsti et al (1973) argue in defence of the method used to investigate conflict and unit between nations, the *"content analysis instrument primarily measures the manifest and not the latent content of messages...* [this] *does not invalidate it for testing many international relations hypotheses"* (p 243) or, indeed, negotiation propositions. Despite this, it is particularly useful as part of multi-method analyses where findings may be verified through triangulation. One example of this is the sequential analyses in negotiation research used by Beriker and Druckman (in Harris, 1996). The relative benefits and limitations of the approach are summarised in Table 3.4.

3.4 Benefits and Limitations of Content Analysis

Benefits	Limitations
• flexibility of research design ie., types of inferences • supplements multi-method analyses • wide variety of analytical application • may be qualitative and/or quantitative • may be automated – improves, reliability, reduces cost/time • range of computer software developed • copes with large quantities of data • unobtrusive, unstructured, context sensitive • development of standard applicable to specific research, eg., negotiations	• analyses the communication (message) only • findings may be questionable alone, therefore, verification using another method may be required • underlying premise must be frequency related • reliability – stability, reproducibility, accuracy of judges • validity – construct, hypothesis, predictive and semantic • less opportunity to pre-test, discuss mechanism with independent judges • undue bias if only part data is analysed, possibly abstracting from context of communication • lack of reliability and validity measures reported, raising questions of credibility

As intimated in this review, content analysis can be applied at differing levels of complexity and so, therefore, this section would not be complete without consideration of the levels of complexity required to capture phenomena of interest. Clearly, as a method for observation, it is possible to design a mechanism which captures both verbal and non-verbal behaviour. One area of interest in the context of business negotiations is, for example, the transfer of tactic information and knowledge (Davenport, 1994; Ambrosini et al, 1995) ie., information and knowledge derived from personal experience and observation. Whilst verbal behaviour is relatively easy to capture with recording equipment eg., tape, video, pencil and paper, non-verbal behaviour provides researchers with a more complex set of considerations, particularly if the phenomena of interest are only to be observed in real-life. Consider, for example, the resource required to capture in sufficient detail the physical movements and expressions of every participant in a negotiation as unobtrusively as possible. Of course, modern technology can provide solutions to this dilemma but there then remains the problems of deciphering the meanings of non-verbal behaviour, suffice to say there is much disagreement by social scientists in this area. It is for these reasons researchers have ruled out the design of a research instrument which captures non-verbal behaviour. Indeed, there are no content analytic mechanisms which have been devised to analyse this aspect of negotiations to date.

3.4.4 Negotiation Mechanisms

A number of mechanisms have been designed specifically for content analysis of verbal behaviour in negotiations, most having foundations in social psychology. Some of the mechanisms have been designed to analyse negotiation at different levels of behaviour, for example, Morley and Stephenson's (1977) Conference Process Analysis codes a unit of behaviour according to mode, resource and referent. Some mechanisms are now recognised standards as a result of continued application and development, predominantly to simulated situations (Harris, 1996) – see table 3.5 for examples of mechanisms by context. Armstrong (2002) confirms the predictive value of simulated interactions as a method for analysing negotiations.

The comparability of simulated to naturalistic negotiations has recently been validated (Beriker and Druckman in Harris, 1996). This enables researchers to apply and adopt some of the standards to infer findings from simulated research to naturalistic settings which may not otherwise be readily observable. At the time of writing, however, the researcher has been unable to locate any standard which has been applied to naturalistic business negotiations reported in the literature. The mechanisms are discussed below in light of the foregoing general review of the methodology.

Table 3.5 Negotiation Coding Systems

Type of Situation	Author(s)	Coding System
Simulation	Hopmann (1972) Walcott and Hopmann (1978)	Bargaining Process Analysis (BPA)
	Morley and Stephenson (1977)	Conference Process Analysis (CPA)
	Bonoma and Rosenberg (1975) Angelmar and Stern (1978) Galinat and Muller (1988)	Bonoma and Rosenberg System - variants
	Weingart et al (1990) Weingart et al (1993) Weingart et al (in press)	Weingart et al Systems
Naturalistic	Osterberg (1950)	Bargaining Conferences - study
	Rackham (1972)	Controlled Pace Negotiation – Behaviour Analysis
	Donoghue et al (1984)	Cue-Response Negotiation Coding System

derived from Harris (1996)

Coding Systems for Simulated Negotiations

- *Bargaining Process Analysis* (BPA) was developed from Hopmann's (1972) attempt to assess the balance of common interest in agreement versus advantages and disadvantages of non-agreement in arms control negotiations. The period of interest was the Eighteenth National Disarmament Conference of 1962-63, specifically, negotiations between the US, Soviet Union and UK. Hopmann used a content analytic mechanism to assess the behaviours of the parties in the actual negotiations. Data was to be subsequently compared sequentially to assess the degree of conflict and agreement exhibited by participants outside the negotiations.

The mechanism used selective data from verbatim texts. it is not clear from the account given in the methodology the premise for classifying selected data although this appears to be categorical ie., frequency counts of relevant behaviours. No rules for categories or coding data are reported. Neither are measures of assessing intra- or inter-judge reliabilities. Validity is discussed, although the analysis is deemed to be a case study and thus has limited generalisability. Nonetheless, the findings were supportive of the research hypotheses.

Subsequent development of BPA was undertaken by Walcott and Hopmann (1978) in order to assess concepts of political strategy or influence in the context of arms control negotiations. This made use of both laboratory experiments and transcripts of actual negotiations. Data was categorised into the now exhaustive system although categories are not mutually exclusive. Units of data appear to be psychological. Rules for coding data are relatively weak since no examples are offered, although extensive operational definitions for categories are reported.

Inter-judge reliability is assessed using a correlation coefficient averaged across all categories and for each of the 13 categories independently. Measures of intra-judge reliability are not reported. Extensive training was given to judges but not specifically reported. Since inter-judge reliability was satisfactory, BPA was deemed to be tenable. Validity is felt to be high since the frequencies of behaviours consistently enabled identification of regularities in the negotiation process. This argument is diluted, however, by the very specific application of BPA to political situations and generalisability is, therefore, an issue.

Further revisions of BPA (BPA II) have resulted in a system consisting of 30 mutually exclusive categories clustered into six key functions (Putnam and Jones, 1982). In particular, this has been applied to industrial relations negotiation processes. Such evolution has broadened the application of BPA not least by incorporating more sophisticated measures of reliability and validity. Putnam and Jones intimate the mechanism was a good fit to their data, again raising questions as to generalisability of the mechanism to other research contexts.

- *Conference Process Analysis* (CPA) was developed by Morley and Stephenson (1977) to analyse the process of negotiation ie., *"elaborate processes of verbal communication involved in experimental debates and 'social negotiations'"* (p 185). It involves dividing transcripts into psychological units. These are subsequently coded according to three dimensions –
  (i) mode – how information is communicated eg., proposal, requesting information;
  (ii) resource – type of information such as procedure or fact;
  (iii) referent – who is being explicitly discussed eg., person, party, etc.

Two sets of comprehensive rules were established to define the basic units and the mutually exclusive categories to be used. This necessitated extensive training of judges who were required to exert considerable effort in coding the data (one day to code 5 minutes of transcript into around 250-850 units). Several judges additional to the researchers conducted numerous experiments to refine the rules and categories.

Reliability was reported for accuracy, stability and reproducibility, meeting Krippendorff's general criteria of assessment. Inter- and intra-judge reliabilities indicated high scores overall, although coefficients of agreement revealed some problems with initial categories. Categories were designed to have high face validity but at the same time preserve common-sense. Findings suggest CPA is able to predict differences in behaviour and is supportive of their theoretical premise of defining more precise characterisations of negotiation communications. CPA may, therefore, be said to have internal validity.

Research was based, however, on a limited number of observations. Furthermore, external validity is not explicitly reported in the literature. Furthermore, it has been suggested (Harris, 1996) that validity judgments may be based on the extent to which the mechanism is representative of the interaction of interest ie., negotiation. Given these comments, the extent of generalisability may be questioned although this mechanism has gained wide support since its inception.

- *Bonoma and Rosenberg System* – this is the only mechanism subsequently developed for specific analysis of sales negotiation (Angelmar and Stern, 1978). The authors provide comprehensive rules for both categories and classifying data. Units of data appear to be transactional, although this is not clear. Emphasis is stated as being on validity. Certainly, the development of the mechanism is based strongly on theory previously developed for the study of bargaining behaviour. Reliability is high, having been assessed using various measures discussed earlier. It is suggested the mechanism compares favourably to their benchmark of Bales (1950) Interaction Process Analysis.

The greatest weakness of this study is the simulated data used to assess operationalisation of the mechanism. Indeed, Angelman and Stern conclude a variety of sales bargaining situations would be required to assess the applicability of all categories defined, suggesting a considerable amount of further research is required to prove generalisability.

Galinat and Muller (1988) have subsequently developed the mechanism in a field experiment setting. They used pre-briefed consumers in negotiation with professional car salesmen to determine responses to different bargaining strategies. Operational definitions of categories only are provided with some limited examples. Data is unitised by transaction. Internal validity is high although generalisability lower, since the study is based on a small sample. Reliability of the eight judges (plus two check judges) was reported high, assessed using Cronbach et al's (1972) generalisability approach.

- *Weingart et al Systems* – Weingart et al (1990) used a mechanism to examine the role of tactical behaviours on negotiation outcomes. Operational definitions for categories are provided but rules for categorising data are not. Since a miscellaneous category is included and data is subsequently entered into a sequential analysis, exhaustive and mutual exclusion in categorisation is presumed. Inter-judge reliability is high, using Cohen and Guetzkow, but not reported on an intra-judge basis. Internal validity is high but given the small sample size, generalisability is questioned, borne out by their limited findings.

Subsequently the mechanism has been developed to investigate the effects of different behaviours (tactical descriptions in 1996; motivation orientation and issue consideration in 1993) on negotiation processes and outcomes as part of multi-method studies, including eg., sequential analysis, pre- and post-negotiation questionnaires. Transcripts are divided into transactional units and coded according to the standard. Units may be multiple-coded according to the behaviours observed. Subsequent elimination of all but the dominant behaviour per unit is required if the data is to enter sequential analysis and in order to achieve the research objectives.

Concise definitions of rules for categories and coding data were reported. Two judges (three in the latest study) were used to code and re-code data, achieving a high level of inter-judge reliability by individual and overall categories. This was assessed using Cohen's kappa. Judges were trained extensively (60 hours) in the coding procedures. Disagreements were discussed and resolved at the pre-test and actual analysis stages to provide a complete code set for each transcript. Intra-judge reliability is, however, not reported although the process of agreeing data is deemed to have overcome any problems of intra-reliability.

Internal and external validity is implied from the various discussions included and proven hypotheses. The model of negotiation behaviours is admittedly naive and based on small sample sizes. It is, therefore, recommended by the researchers that further studies use the methodology before conclusions can be drawn as to generalisability. For example, they suggest further investigation into specific aspects of their study, since the micro-analysis of one or two transcripts (study two, Weingart et al, 1993) may have revealed processes which were unique to those groups studied.

The mechanism is clearly intended to evolve with both general advancements in the understanding of human problem-solving and individual styles within negotiations. Examples of recently developed areas include cognitive psychology and science (Weingart et al, 1996) which may potentially make use of automated modelling techniques.

Coding Systems for Naturalistic Negotiations

- *Bargaining Conferences study* – Osterberg's mechanism is the earliest and least sophisticated of those reviewed. It was developed to gather data on emotive effect on outcome of parties negotiating in an industrial relations environment. Data is divided into temporal units to enable reconstruction of events with multiple coding to reflect behaviours observed. Categories and examples of data are reported although comprehensive rules and operational definitions for both categories and data are not given.

Since many of the instruments for measuring judge reliability were developed after this study, it is not surprising the techniques used are primitive – inter-judge accuracy is reported as being particularly low at 20%. This is at least partly attributable to a lack of operational definitions for coding, however, may also reflect the inexperience of the students chosen as his judges.

Internal validity is questionable since the basis for development was Osterberg's experience in and observations of industrial relations situations over a period of time. External validity is in a similar manner unreliable. It was, however, not intended to measure the behaviours per se, rather to confirm data may be analysed by such a mechanism and indicate 'rules of thumb' which are testable (Osterberg, 1950).

- *Controlled Pace Negotiation* and *Behaviour Analysis* (BA) system – was developed from extensive research undertaken over several years from 1968 onwards by Rackham and colleagues (for a full account see Rackham and Morgan, 1977). It was originally developed as a methodology for giving in-depth feedback on interactive skills training programmes, predominantly to individuals participating in industrial relations negotiations. A key distinction between BA and mechanisms discussed herein is the recognition that categories change according to the context of the research. For example, the original 11 categories have subsequently been expanded to 18 (Huthwaite Research Group, 1996). It was, therefore, designed to be adapted to new 'interactive' situations with mechanisms specific to general negotiation analysis being the first of a number now adopting the BA approach. Indeed it borrows from a number of research methodologies including interaction analysis and activity analysis as well as content analysis.

Definitions for categories are concise with rules and examples reported in a variety of articles (Rackham, 1972; Rackham and Morgan, 1977; Rackham and Carlisle, 1978 and 1979). The mechanism involves data being coded into psychological units. Validity is high since categories are those designed to be easily understood by researchers, judges, trainers and delegates on courses alike. They also reflect meaningful, demonstrable relationships to the outcome of a situation. Indeed, of all the mechanisms reviewed, BA is the most extensively developed being based on considerably more data. Refer to Table 3.6 for a meta-analysis of mechanisms.

Intra- and inter-judge reliability measures are reported using a method of rank-order correlation eg., Spearman. This is subjective because, as highlighted in the general review of content analysis, although rank orders may be similarly reported by judges, the number of observed behaviours could differ significantly. Frequency of behaviours is, therefore, compared in each category. More rigorous statistical techniques are not advocated for its primary use as a tool to give feedback to delegates on training programmes – time being precious in this setting. Training of judges (observers on programmes) in the use of BA does, however, enable other techniques to be employed (Marsh, 1997).

- *Cue-Response Negotiation Coding System* – Donohue et al's mechanism was the result of a perceived gap in standards developed for analysing negotiations, namely to recognise types of strategies and tactics frequently used by negotiators in naturalistic contexts. The mechanism was applied to industrial relations situations and necessitated the use of sequential analysis to determine underlying strategies.

  Definitions for categories are reported, however, specific rules or examples are not. Data is divided into transactional units which is subsequently coded twice to reflect the 'inter-connective' nature of communication ie., each transaction or utterance responds to a previous transaction and will itself elicit another transaction.

Table 3.6 Comparison of Simulated and Naturalistic Mechanisms

	SIMULATED MECHANISMS								NATURALISTIC MECHANISMS		
	BPA Hopmann (1972)	BPA Walcott Hopmann (1978)	CPA Morley & Steph'sn (1977)	Bonoma - Angelmar & Stern (1978)	Bonoma - Galinat & Muller (1988)	Weingart et al (1990)	Weingart et al (1993)	Weingart et al (1996)	BSC Oster'g (1950)	BA Rackham (1972)	CRC Donohue et al (1984)
Categories											
• system	catgorcl	psychlgcl	psychlgcl	transactnl	transactnl	transactnl	transactnl	transactnl	temporal	psychlgcl	transactnl
• exhaustive system	no	yes	yes	yes	yes[3]	yes	no	yes	yes	yes	no
• mutually exclusive categories	no	yes	yes	yes	yes	yes	n/r	yes	no	yes	no
• number of categories specified	n/r	13	21	12	8	10	22	14	8	11+[4]	20
• number of levels analysed	2	1	3	1	1	3	2	3	1	1+[5]	3
• operational definitions stated	no	yes	yes	yes	yes	yes	no	yes	yes	yes	no
• coding rules defined	no	yes	yes	no	no	no	no	no	no	yes	no
Data											
• amount (units)	n/r[1]	14,172	n/r[2]	n/r	n/r	1,438	n/r	12,775	n/r	75,000+	3,016
• type	real	sim	sim/real	sim	real	sim	sim	sim	real	real	real
Judges											
• number	4	n/r	1	2	10	2	2	3	3	n/r	4
• training (hours)	n/r	n/r	n/r	n/r	n/r	n/r	n/r	60	n/r	n/r	n/r
Reliability (avg/categories)											
• intra-judge	n/r	n/r	above .9	.96	.78-.92	n/r	n/r	n/r	n/r	n/r	n/r
• inter-judge	n/r	.922	above .9	.65	.71-.95	.89	.88	.8	.2	n/r[6]	.82-.92
• measure used	n/r	Spearman	n/r	Spearman Cohen & Guetzkow	Cronbach	Cohen & Guetzkow	Cohen	Cohen & Guetzkow	n/r	Spearman	Guetzkow
Validity (as reported*)											
• internal – high/med/low	high	medium	high	high	high	high	high	high	medium	medium	high
• external – high/med/low	high	medium	high	medium	medium	medium	medium	medium	low	high	medium

Notes to Table 3.6

n/r	not reported
sim	simulated or experimental data
real	naturalistic data
*	validity as reported does not reflect the researcher's view of the study, rather it is based on the respective author(s)' views of the findings using this methodology
1	number of data units not recorded but based on 78 recorded council sessions with an indeterminant number of text pages
2	specific details of CPA in development are not reported, however, discussion and exchanges of application to simulated and naturalistic negotiations are reported in the text
3	although exhaustive, only one party's communication were analysed using this mechanism
4	subsequent development includes up to 18 categories from the original 11 (Huthwaite Research Group, 1996)
5	additional categories can also be used to analyse levels of over-talking, etc (Huthwaite Research Group, 1996)
6	recommended levels are above .96 (Huthwaite Research Group, 1996)

A number of independent judges were trained and accuracy assessed as acceptable. Specific aspects of stability and reproducibility are not reported. Validity is not explicitly stated, although well supported in theory. The inherent complexity of the mechanism is a decided problem, largely due to 'double-coding' of data. It is, however, argued the mechanism is more sensitive to naturalistic situations, being able to assess strategic impact of tactics used on the 'opponent's' position in subsequent sequential analyses.

3.5 SEQUENTIAL ANALYSIS

Sequential data analysis (SDA) has been used by a number of authors (eg., Olson et al, 1994; Putnam, 1991; Hawks, 1987, et al) and quoted by others (Morley and Stephenson, 1977) as a complementary methodology for the analysis of negotiation processes. Its various techniques have been described as *"methods for dealing with behaviour as it unfolds over time..."* (Sanderson, 1991 in Cuomo, 1994, p 171), providing meaningful insights into behaviour organisation (Faroane and Dorfman, 1987; Lichtenberg and Heck, 1986) of both small groups (Becker-Beck and Fische, 1984) and dyads (Moran et al, 1992; Weingart et al, 1990 and 1993).

SDA is a relatively new area (Moran et al, 1992; Suen and Ary, 1989), such techniques borrowing from behavioural, cognitive and social traditions, each employing different analysis methodologies (Sanderson and Fisher, 1994). For example, behavioural studies encompass task analysis, time analysis, usability testing and rigorous statistical measures to achieve results based on large sample sizes. Cognitive based studies use protocol analysis, discourse analysis et cetera, to develop symbolic process models from typically small (ie., one) sample sizes. Socially based studies tend to be ethnographically motivated field and participant observations using, for example, interaction analysis and content analysis to develop context dependent models (eg., Wei and Milroy, 1995). See Sanderson and Fisher (1994) for further discussion of characteristics or Gill and Johnson (1991) for a more generalised discussion.

There are instances where a combination of methodologies is not only acceptable but indeed desirous, largely depending on whether the research is exploratory or confirmatory in nature eg., Olson et al (1994). In order to enhance the study of many interacting systems or a single interacting system over time (Wampold, 1986), SDA may be used to produce models of social interaction. Sackett (1987) suggests two interrelated purposes for doing this: to statistically characterise the links between behaviours and to interpret the model in terms of statistically non-random behaviours. In essence, important events recur and are combined at different points in time to produce similar patterns (Bakeman and Dabbs, 1976).

The premise of SDA is the contingency that some serial dependency exists between events or behaviours (Moran et al, 1992; Suen and Ary, 1989). In social interactions, this is *"the comparison of observed conditional probability of events and expected unconditional probability of events with or between persons"* (Symons, 1992, p 185). Analytical techniques include –

- time series – determines the coherence of behaviours using regression techniques, providing the basis for inferring temporal causality (Sackett, 1987; Corter, 1994);
- log linear modelling (see Fienberg, 1989) – constructing and evaluating contingency table data, used for assessing the degree of sequential structure, rather than random, and changes over time or different conditions (see also Gottman and Roy, 1990);

- lag sequential analysis – exploratory and confirmatory technique for findings which events follow others at specified times and frequencies greater, or lower, than chance (Olson et al, 1994; Sackett, 1979; Corter, 1994; Gottman and Roy, 1990);
- grammar – a syntactic approach used commonly in human-computer interaction analyses (eg., Olson et al, 1994; Wilson and Rayson, 1996);
- Markov chain – explores the relatedness in [categorical] behaviour sequences by assessing significance of increasing lengths of events until no further association is found (Sanderson and Fisher, 1994; Corter, 1994; Gottman and Roy, 1990; Lichtenberg and Heck, 1986).

The methodology is used for data sampling, coding, and analysis (Cuomo, 1994). It may be enhanced by graphical summarisation, eg., task movement, task rate and inter-event interval graphs. Graphical analysis has been used to assess performance towards goals ie., efficiency (see Cuomo, 1994).

Recent developments in SDA emanate from social psychology, specifically, counselling processes. These include (Wampold, 1986) –

- unidirectional tests – analysis of the effects of behaviour on subsequent behaviours; used to investigate the counselling process and determine a sequence of behaviours (Gottman, 1979);
- bi-directional tests – analysis of reciprocation of effects;
- dominance ie., of one person in the interaction but can also be the relative influence of a behaviour of an individual (Wampold, 1984) – asymmetry in predictability of behaviours eg., a counsellor's dominance over a client (Budescu, 1984);
- between group and over-time tests.

The process of SDA is inherently complex and involves a number of important steps (Wampold, 1986; Bakeman and Dabbs, 1976) –

(i) development or selection of an adequate coding system, suitably tested (refer Content Analysis above);

(ii) interaction data coded as a sequence of behaviours;

(iii) tests of reliability conducted on the coding;

(iv) sequence data converted to a transition matrix;

(v) if applicable, analysis of between group/over-time questions.

As highlighted in the discussion on Content Analysis, coding must reflect the context of the data although it is often difficult to synthesise because researchers have used disparate mechanisms and statistical measures (Harris, 1996; Wampold, 1984). Appropriate format of data for SDA, however, is essential, as suggested by Morley and Stephenson (1977) in choosing a coding mechanism, *"if it is felt desirable to analyse sequences of acts... it is much more convenient to have categories which are mutually exclusive"* (p 192). Moran et al (1992), in proposing coding for conflictual interactions between parents and children, suggest an event based approach with global categorisation is *"more straightforward than even the most convenient time based coding procedures"* (p 86). Defining a mutually exclusive or 'global' coding mechanism has distinct benefits – it prevents researchers from getting lost in the considerable detail of behaviours; identification of individual behaviours may help to clarify others; and, it aids statistical analysis. Furthermore, sets (or hierarchies) of mechanisms may be developed for different aspects of behaviour determined by the research objectives, eg., verbal and non-verbal (physical) as in Landesman-Dwyer's Baby Behavior Code described by Bakeman and Gottman (1986 and 1987); mode, resource and referent in Morley and Stephenson (1977).

There are several recording strategies suitable for sequential data analyses for which the relative merits are summarised in Table 3.7. Broadly, these are based on events (using categorical data as described in the previous paragraph) where coded behaviours are recorded each time the behaviour changes; and, intervals where coded behaviours are recorded at regular times. Further possibilities are by naturally occurring unit eg., sentence (Wampold and Margolin, 1982) or thought (Gottman, 1979). Of these, interval-based analysis has proven the more popular methodology in studies of social psychology (Symons, 1992) and also of negotiation. It has, however, been convincingly argued that partitioning of time into uniform segments *"severely perverts the hypothesized causal linkages that comprise the theoretical core of action-reaction models"* (Dixon, 1988, p 240), so stated in discussing appropriate sequential methodologies for analysing US and Soviet foreign policy behaviour.

Despite such comments, time and causality are often critical factors (Dixon, 1988) providing such a claim does not result in an infinite search for some primal initial behaviour! Indeed, such a combination was used by Hawks (1987) to determine decaying facilitativeness of leaders in small groups. This is a relevant argument applicable to negotiation research since it is the pattern of behaviours which are of interest, although time may well have considerable impact on behaviours. For example, time restrictions may result in parties trading concessions more heavily towards the end of a face-to-face negotiations to achieve agreement (Bailey, 1997).

3.7 Comparison of Strategies for Sequential Analyses

Method	Unit	Data	Advantages	Disadvantages
<u>Coding events</u> • Times not recorded; • Onset, offset or pattern change times recorded	Event	Continuous	• Easy and inexpensive; • Complete statistics possible	• Statistics limited (rates and event-based probabilities); • Usually requires electronic recording devices or time-stamped videotapes
<u>Coding intervals</u>	Interval	Continuous	• Easy and inexpensive	• Statistics estimated, depending on interval used; • may be inaccurate
<u>Cross classifying events</u> (contingency tables)	Event	Intermittent	• Easy and inexpensive, highly focused, clear analysis	• Statistics limited, highly focused
<u>Time sampling</u>	Interval	Intermittent	• Easy and inexpensive, efficient use of observation time	• Statistics limited (%) and estimated

source: Bakeman and Gottman (1987)

It is common, as with content analysis, for mechanisms to be operationalised using pencil and paper recording techniques, however, automated data collection techniques (eg., audio-visual recorders) will enable multiple analyses of data. Such techniques enhance analysis but also encourage collection of massive amounts of data which, due to resource constraints, may remain unanalysed or encourage an 'overreaction' of analyses. Sanderson and Fisher (1994) fondly refer to these problems, respectively, as methodological ‘paralysis’ and methodological ‘vagabonding’.

The advent of computer technology, such as the Child Language Data Exchange System (CHILDES, MacWhinney, 1991), has enabled researchers to undertake continuous data analysis by facilitating the sharing of transcript data, increasing reliability of coding, automating analysis and ultimately widening the bases for future research (see Symons, 1992 for review). This is also problematic, although the 'real-time' occurrence of behaviours is retained – in order to assess the chance of a behaviour occurring it is necessary to determine both the length of the behaviour and an acceptable length of time for it to actually occur (Symons, 1992). This is clearly a more complex analytical task which few studies have undertaken, particularly in negotiation research. Furthermore, computer software tools are under-developed with few supporting the full range of analytical techniques listed above (Cuomo, 1994). Of these, SHAPA (Software for Heuristically Aiding Protocol Analysis), developed by the University of Illinois, Urbana-Champaign Engineering Psychological Research Laboratory, supports encoding and analysis of data in transitional matrices, lag sequential, cycles, value lists and predicate instances, while MRP (Maximal Repeating Patterns), developed by the Department of Computer Science at Virginia Polytechnic Institute and State University, supports only identification of patterns.

Statistical procedures may be a simple calculation of straight probability or conditional probability ie., probability of one event calculated in relation to another event. A more useful statistic, however, is transitional probability where conditional probability occurs with some displacement of time between related events (Bakeman and Gottman, 1986 and 1987). A widely used measure is the z score which calculates the difference between simple probability and transitional probability thus showing any deviations from expected values –

$$z = [\, f(g, t) - f(g)\, p(t) \,] \,/\, \mathrm{sq\,rt}\, [\, f(g)\, p(t)\, (1 - p(t)) \,]$$

where p is probability; f is frequency of behaviours; t is target behaviour; g is given behaviour.

It has been extensively argued (see Moran et al, 1992) that in establishing a relationship between events, the findings must show the existence of a higher than chance occurrence in some event B following some other event A and a correspondingly lower than chance occurrence of B in the absence of A, ie., *"A must be both a sufficient and necessary condition for B"* (p 88). Statistical procedures used, however, vary according to the observed data format which in turn depends on the broader research objectives. For example, time series data uses parametric techniques such as regression analysis and auto regressive integrated moving average (ARIMA) while nominal scaled (categorical) data used nonparametric techniques (refer Suen and Ary, 1989).

Statistical tests have been developed to analyse particularly dominance effects (see Sackett, 1979; Gottman, 1979; Allison and Liker, 1982; Wampold, 1984; Bodescu, 1984). An example of such analysis by Tracey (1986) found dominance by counsellors in successful counsellor/client dyads compared to none in unsuccessful dyads.

Interval-based (lag) analyses are subject to the interval length. This is particularly apparent where more than one behaviour (as categorised) occurs between intervals thus affecting the true sequencing of behaviours. Similarly reduced interval lengths does not solve the problem as the number of behaviours may be inadvertently inflated (Symons, 1992). Sackett (1987) suggests a 'time window' which supports the expected response time of a behaviour may be employed but cautions against making the window so large that *"early contingencies become masked by randomness later in the window"* (p 876). Furthermore, the chosen interval may itself have structure although, as suggested by Olson et al (1994) and discussed above, analysis should reflect both theoretical interest and objectivity.

SDA has been criticised because it only determines immediate effects of behaviours (Hill, 1983) which may not always be the case. For example, Hopmann (1972) in recognising the decaying impact of political communications over time adjusted the statistical measure to reflect his views. Conversely, it has also been claimed distal as well as proximal effects may be detected, for example, by examining lags greater than one (Lichtenberg and Heck, 1986). Indeed, Warner (1992) argues behaviour is predictable from two sources: an individual's previous behaviour (internal determinants); and, previous behaviour of others (social determinants). Of these, social determinants have been studied more extensively although both are important in explaining human interaction processes.

The findings from sequential studies of behaviour, as with content analytic mechanisms, may not be generalisable. Cappella (1988) argues the nature of the relationship between predictability and evaluations of the interaction is likely to differ, it being a function of the type of behaviour being studied. A series of measures have been derived to assess judge reliability which are ostensibly similar to those highlighted in the discussion on content analysis. Indeed, key authors such as Bakeman and Gottman (1986 and 1987) emphasise particularly the use of Cohen's (1960) kappa as an appropriate measure for categorical data, both interval- and event-based. The added complication, however, is that judges must not only be in agreement on the frequencies of behaviours occurring but also at the time point each occurred (if interval-based) and/or on the actual stream of events (for both event- and time-based data) (Johnson and Bolstad, 1973). In practice, this suggests a very rigid methodology and one which is unlikely to produce satisfactory results. This limitation is recognised and overcome with the suggestion being that agreement between judges should yield 'similar' sequential structures (Gottman, 1980). The extent of similarity will, of course, be related to the sample size used; the number of events coded by judges; the practicalities of 'check' coding ie., one judge codes a portion of data coded by another judge; the homogeneity of the judges; and, the sequential structure across subjects.

Other criticisms arise from statistical tests used to assess the logical independence of behaviours during an interaction. It has been argued (see Wampold and Margolin, 1982, for a full discussion) these tests are insufficient for a variety of reasons eg., over sensitivity to sample sizes, or 'run' length ie., length of a particular sequence. Furthermore, the statistical procedures proposed for measurement of a commonly used analytical technique ie., lag sequential analysis, (see Sackett, 1979, and Gottman, 1979) have themselves been questioned (Allison and Liker, 1982; Faroane and Dorfman, 1987). Several authors (see Sanderson and Fisher, 1994, for a summary) have raised doubts as to the appropriateness of measures, particularly in exploratory studies, suggesting the independence of behaviours lacks a common-sense perspective, as assumed by a null hypothesis. Indeed, communication is a social interaction of two or more individuals and if behaviours are wholly independent perhaps 'interaction' is the wrong descriptor of communication!

Despite these criticisms, SDA may be used to enhance understanding of communication processes where simple frequencies of behaviours hide significant patterns in the interaction. For example, Margolin and Wampold (1981, in Wampold and Margolin, 1982) found differences in the affect of behaviours on subsequent behaviours in distressed and non-distressed married couples but no difference in frequencies of negative behaviours. Of those specific negotiation studies, both simulated and naturalistic, discussed in section 3.4 above, several use a form of SDA for further interpretation of data. These are summarised in Table 3.8.

Table 3.8 Negotiation studies employing SDA

Authors	SDA Technique	Statistical Measure	Comments
Hopmann (1972)	Lag (decaying)	Hybrid	Bi-directional analysis representing decaying memory – measure developed to meet hypotheses
Galinat and Muller (1988)	Lag	Straight probability	
Weingart et al (1990)	Lag	Straight and conditional probabilities (Gottman et al, 1977)	
Weingart et al (1993)	Lag and Log Linear	Straight and conditional probabilities (as 1990 study)	
Osterberg (1950)	Time series	None	Sequential analysis noted but not specifically reported as such
Donohue et al (1984)	Lag	Straight probability	Bi-directional analysis reflecting the cue and response nature of interaction

3.6 DISCUSSION

Social sciences literature has clearly evolved and a number of methodologies originating in this sphere have been adopted for the study of negotiations. This chapter has reviewed the context of research settings and two main methods of game theory and content analysis, which have been adopted by researchers in the field. The review has focused on the underlying premises, limitations and advantages of each approach, as well as its broad application to interpersonal interactions and negotiations in particular. It has also looked at a third approach which has recently been adopted by researchers to supplement content analysis: sequential analysis.

The context of research settings highlighted the continuum between simulated and naturalistic settings and the deficit in research into the latter because of, usually, resource constraints. The naturalistic setting does, however, give researchers the greatest opportunity to develop an understanding of real life interaction as it unfolds over time.

The game theory literature, which has evolved over many years specifically to analyse conflict situations, has highlighted that it is an attempt to model interaction at a high level of abstraction. The purpose is to identify key events which relate to the interaction outcome. From the review, it would appear that it does not sit well with the previous chapter's discussion which highlighted the need for a deeper understanding of the process of relational development. The ascription of values to interim stages of relational development restricts participants from identifying a range of unknown solutions that are only possible if the parties develop an ongoing relationship. Since the relational outcome is undefined, it is not possible to identify an optimal solution against which the values for stages can be determined. As stated by Ostmann (1992) and implied by Raiffa, it is indeed difficult to identify the game being played out in real-life situations. This is clearly characteristic of a highly dynamic situation. Nonetheless, consideration of negotiation analytic techniques would not be complete unless this approach had been thoroughly reviewed.

The underlying premises of game theory appear flawed in its application to business negotiations. It restricts an attempt to develop an understanding of negotiation since it assumes actors are eminently rational in their behaviour, and thus attempts to model responses to various stimuli. Latest thinking in the field indicates that this takes no account of particularly emotional influences and, therefore, does not describe the true nature of interpersonal interaction and negotiation. The review of literature in the previous chapter identified that emotion has a particular role to play in the development of business relationships, notably, that satisfaction in outcomes is an important indicator of the success of an interaction episode.

Similarly, game theory assumes complete and perfect information ie., the preferences and choices of the other party are known to all actors. This is only true if the parties collaborate with each other (and their environment). This would be most likely to occur only in the advanced stages of relational development where trust has been firmly established between all parties. Certainly, in early stages of relational development, it is unrealistic to imagine a business situation where the parties hold such information. The solutions identified at advanced stages of relational development are of a different order to those identified at early stages, again intimating the dynamic and complex nature of real-life. The previous discussion revealed that individuals exchange information to build trust and commitment between the respective parties. They will do this through reciprocal behaviour and, in so doing, develop an interpersonal relationship that is akin to, if not genuine, friendship. The nature of trust is assumed to incorporate an element of risk taking, or risk sharing, which implies that both parties do not, and probably never will, have complete information on a given situation about which they intend to agree some action.

This also raises questions as to the value of the competitive assumption in this situation. Theory of the advanced stages of relational development intimate a genuine closeness of match between actors that is entirely co-operative and collaborative, rather than competitive, in nature. Actors are thus not acting on an individualistic basis but, as highlighted by Beersma and Dreu (1999), are more prosocially motivated through their focus on achieving team goals.

Symmetry ie., equal values for the parties ascribed to key stages, is also an unrealistic assumption in the context of real-life business situations. This is because each negotiating party will have a number of options available that are exclusive to them. Indeed, this is the premise of the win-win scenario. In terms of outcomes, consider the relational imbalance of a scenario wherein the seller is engaging with the buyer not for the profit that is available to them through that single relationship but rather the opportunity it gives them to access a new market.

Nonetheless, the concept of game theory has been, and continues to be, attractive in situations of conflict resolution since it does offer to reduce what are obviously complex situations with a multitude of variables and potential outcomes to manageable proportions. It is clear from the review, however, that it cannot offer rich insights into the nature and process of negotiations ie., an episode, between individuals that take place to further relational development, or indeed advanced stages of relational development. Moreover, Armstrong's (2002) contention that it has limited predictive value compared to simulated interactions is an important point applicable to the current research. It is apparent that even though research is afoot to develop the theory to account for the particular problems highlighted in this discussion, it is as yet undeveloped. Game theoretic negotiation analysis cannot, therefore, provide enough meaningful insight for adoption at this stage.

Review of the content analysis literature has intimated at its appropriateness as a technique to analyse negotiation processes (eg., Olekalns et al, 1996) but has also highlighted problems with the approach. Notably, review of the mechanisms developed to analyse simulated and naturalistic negotiations has revealed a variety of reporting discrepancies, predominantly reliability and validity issues, raising doubts as to generalisability. The variability of detail noted is a sure indication of the extensions to the bounds of knowledge in social psychology, communication and related areas in recent years. It is, therefore, not surprising later mechanisms meet generally more of the criteria summarised in Table 3.6.

Despite this, and the apparent differences in application, there are considerable similarities and some overlap in the categories identified by the researchers. These have not varied majorly over the last 50 years (they are reviewed in Chapter 4), as would be expected given the dramatic changes seen in industry due to economic, political, social and technological influences. Many of the mechanisms are, however, supported by other methodologies, such as sequential analysis, which overall improves the quality of data analysis. Indeed, Weingart et al (1996) state the unitising of data is a method of data reduction which alone is non-comprehensive in identifying all important variables. Their latest content analytic mechanism (1996) is felt, however, to reflect the most contemporary understanding of negotiation behaviour.

In review of negotiation coding mechanisms, Harris (1996) attempts to promote the use of standards developed, which indicates robustness, although recognises the need to be innovative to develop understanding in areas of specific research interest. She states *"a well developed standarized system does not necessarily restrict the user; the system that is sufficiently complex may be adapted to the needs of the particular researcher through cumulation or expansion of existing categories. Repeated use of a limited number of coding systems affords analysts the opportunity to make comparison among results of disparate research programs, thereby moving one step closer to developing an overall picture of the interplay between verbal communications and negotiation outcomes"* (p 464). This, then, is a partial reason why mechanisms appear to have evolved at a slow pace. Further explanation is highlighted by Johnson and Johnson (1997) who state reasons as being the underdevelopment of appropriate technology to support social research which generates such a vast amount of data (see Table 3.6) and the complexities (physical and resource constraint) of accessing naturalistic settings to obtain data in the initial instance.

Such comments as made by Harris are welcome although whether it is realistic remains to be seen. For example, the mechanisms discussed have predominately been developed and tested on negotiations in an industrial relations environment, suggesting their use in modem business negotiations may be inappropriate. The development of an entirely new coding mechanism would, however, also seem inappropriate since a key benefit is drawn from the repeated application and development of specific categories in research. The continued use of categories devised many years ago for application to modem business situations suggests the immutability of industries. It is far more likely that changes in organisational and individual behaviours will invalidate categories or at least require greater focus on some more than others, as suggested. It may, however, simply be a case of more closely identifying operational definitions which fit a modem business context.

inherent complexity may also arise as an issue. For example, the researcher has been unable to locate further application of the mechanism devised by Donohue et al (1984). This may also suggest their findings are invalid or inapplicable to further research, or that it has simply been overlooked.

Nonetheless, the accurate analysis of business negotiations is of wide interest, particularly to industry. It is clear from review of the content analytic literature that there is a need to update an appropriate set of categories for application to the study of the process of business negotiations. Furthermore, the traditional view of frequency needs to be balanced by some mechanism to explore the relationship between categories, as suggested in several of the studies reviewed. In summary, content analytic mechanisms in negotiations, either simulated or naturalistic, have several weaknesses, particularly relating to objectivity, rigorous analysis of the category and inter-judge reliabilities, and the technique considers only frequencies. It is undoubtedly for this reason that it is used in conjunction with other techniques in order to analyse performance and relative effectiveness.

Such a mechanism presents itself in the form of sequential analysis. The discussion of the approach adopted by a number of authors has, however, highlighted that this is also an underdeveloped methodology. Statistical techniques are simplistic but the appropriateness of measures which attempt to describe the independence of behaviours lacks a common-sense perspective. Interpersonal interaction takes place between a number of individuals and their behaviour is clearly interdependent. Having said this, the technique would appear to offer opportunities to further an understanding of communication processes where simple frequencies of behaviours described by the content analytic approach may hide important exchanges in the interaction process.

The review identifies that design of any content analytic coding mechanism needs to consider whether data will be sequentially analysed and, therefore, the limitations associated with the unitising of data. A number of standards have adopted a continuous approach to data collection which clearly affords the greatest richness and potential accuracy in subsequent analysis to one which has merely sampled data on an intermittent basis – quite simply, phenomena are not missed out with a continuous design. Of the two main data unitising techniques which enable subsequent sequential analysis, event-based offers more opportunity to analyse phenomena of an unknown length. Indeed, this is expected in naturalistic negotiations. Furthermore, unitising data based on time intervals may result in important phenomena being missed. Experience suggests that many business negotiations are of an unknown length at the outset by the participants. It is acknowledged that if more data is collected using an interval-based (time) approach then there would be less likelihood of missing important phenomena. It would be difficult, if not impossible, however, to determine the size of sample required to ensure this is the case given the context sensitive nature of dyadic interaction as previously reviewed.

From this discussion, it is apparent that in order to understand inter-personal interaction and negotiation at the behavioural level, content analysis supported with some sequential analysis on a continuous, event basis appears to provide the richest possibility for micro-level episodic analysis in a naturalisitc context. Following from the development of an appropriate research mechanism, the research objective emanating from these bodies of literature is, therefore –

- to evaluate the validity and reliability of the instrument developed to analyse negotiator behaviour based on the findings.

3.7 CONCLUSION

This chapter has reviewed and discussed research methodologies which have been used to analyse interpersonal interaction and negotiation in particular. It firstly highlighted the continuum in research settings from entirely simulated to wholly naturalistic and the problems associated with each. Nonetheless, it was argued that naturalistic research settings offer the greatest opportunity for the current research.

Review of game theory highlighted its outcome-based emphasis and its underlying premises which are inappropriate for application to modem business negotiations. Its basic assumptions are simplistic and it has limited predictive value compared to simulated interactions. Rational and competitive behaviour is anticipated less in advanced stages of relational development where parties rely on emotion and have a co-operative and collaborative approach to interactions.

Complete and perfect information is an unrealistic assumption, given the nature of interactions and their evolution to an unknown end point. Negotiation analysis, as an extension of the game theoretic approach, although seems useful is, as yet, under-developed as a methodology. It is not possible, therefore, to utilise this approach as a basis for answering the questions listed at the end of the previous chapter.

Content analysis, supported by sequential analysis, provides the best opportunity to gain a rich understanding of the process of information exchange between parties. The method does have limitations which can be overcome by careful design of the coding mechanism to take account of the standards which have already gained support in the literature, balanced against the need to capture modem business interaction. The design which appears most appropriate is that of a continuous mechanism which unitises data on an event-basis. In this way, data can be sequentially analysed to provide further insight into observed phenomena.

These methods will be reviewed and developed further in the methodology chapter. The next chapter takes up the research objectives listed at the end of chapter two and develops them into research propositions. These, along with the objective emanating from the research methods identified in this chapter, can then be pursued in the methodology chapter that follows.

CHAPTER 4

RESEARCH PROPOSITIONS

CHAPTER 4 : RESEARCH PROPOSITIONS

4.1 INTRODUCTION

In-depth empirical research into the development of inter-organisational relationships is limited. Despite the accepted importance of negotiations to the development and success of ongoing business relationships, there is even less research into negotiation processes. Of particular interest are the inter-personal behaviours in buyer-seller dyadic relationships which may lead to success and longevity of the relationship. This study is an attempt to partly fill these gaps in research.

On the basis of the literature reviewed in chapters 2 and 3, a conceptual framework is developed which specifies the domain of the current research. This incorporates the key issues and stylistic approaches to negotiations used when buyers and sellers are engaged in transactional and integrative relationships; the process of information exchange during the negotiation; and, how partnerships between buyers and sellers develop.

This chapter also specifies the research aims and objectives and states the research propositions. The research encompasses the timely need to investigate the nature of information exchanged between buyers and sellers during negotiations in the context of evolving business relationships and the characteristics of negotiator behaviour. The differences in the stages of relational development are highlighted from the literature in the previous chapters, including –

- elements of negotiations which differ between competitive and collaborative negotiations in longer-term relationships between buyers and sellers;
- the process of information exchange in sales negotiations; and
- the relevant characteristics of buyer-seller behaviour.

The research foci are developed following the literature reviewed in earlier chapters on classic marketing relationships, relationship marketing, specifically key account management, and negotiations. Investigation of issues is felt to require a research design that has an exploratory and descriptive approach. The review of literature has highlighted two key considerations. Firstly, the importance of the research design and, secondly, the development of an appropriate instrument with which to analyse inter-personal behaviour during negotiations. Reasons for the apparent deficit in research into this area are considered to be the difficulties associated with access, both physical and mental. This is because gatekeepers often prevent appropriate access to key informants. It is also because of the highly intrusive nature of research methods, since an understanding of the development of the relationship and interaction between buyers and sellers can only be fully realised through immersion into the processes of the parties involved (Gummesson, 2000). Moreover, there are longitudinal implications to research designs into business relationships formed to create long-term competitive advantage which are often preclusive to academic investigation. This study will attempt to overcome these problems.

4.2 Research Aims and Objectives

The investigation into studies has provided insights into the different stages of relational development. Researchers make many assumptions about the collaborative approaches in inter-personal interactions between buyer and seller dyads engaged in the relational development process. Information exchange has been identified as having a pivotal role in the development of relationships. This is now found to be the focus of activity in industry as businesses attempt to compete in the marketplace by exploiting the information available to them.

Content analysis, supported by sequential analysis, provides the best opportunity to gain a rich understanding of the process of information exchange between parties. The method is not without its difficulties and requires design of a coding mechanism to take account of the standards which have already gained support in the literature, balanced against the need to capture modern business interpersonal interaction. The design that is considered to be the most appropriate is that of a continuous mechanism of event-based phenomena which will enable further sequential analysis of data collected.

The literature identifies differences between competitive and collaborative negotiations where the participating organisations focus on longer-term relationships. An understanding of information exchanged is thought to be extremely valuable in advancing the evolution of buyer-seller dyadic relationships. Research into this could provide practitioners with insights into the skills required of those individuals involved in the process of building and managing buyer-seller relations. It will also provide an important link between theories of relational development and negotiation.

The overall aims of this research are, therefore, twofold –

(i) to investigate the nature of information exchanged between buyers and sellers during negotiations in the context of evolving business relationships;

(ii) to characterise negotiator behaviour at stages of relational development.

Exchange of information is reported in the literature to be the central premise to the development of long-term business relationships. Communication is the method by which information is exchanged and negotiation is considered to be a key skill required for the effective management of the face-to-face exchange process. Experienced negotiators are much sought after by organisations. It is a skill that is particularly important where buyers and sellers are engaged in developing integrative relationships through collaboration for greater return. It is also an activity that accounts for a major portion of the face-to-face contact between buying and selling organisations, eg., up to a fifth of the working day, as stated by Hendon (1999).

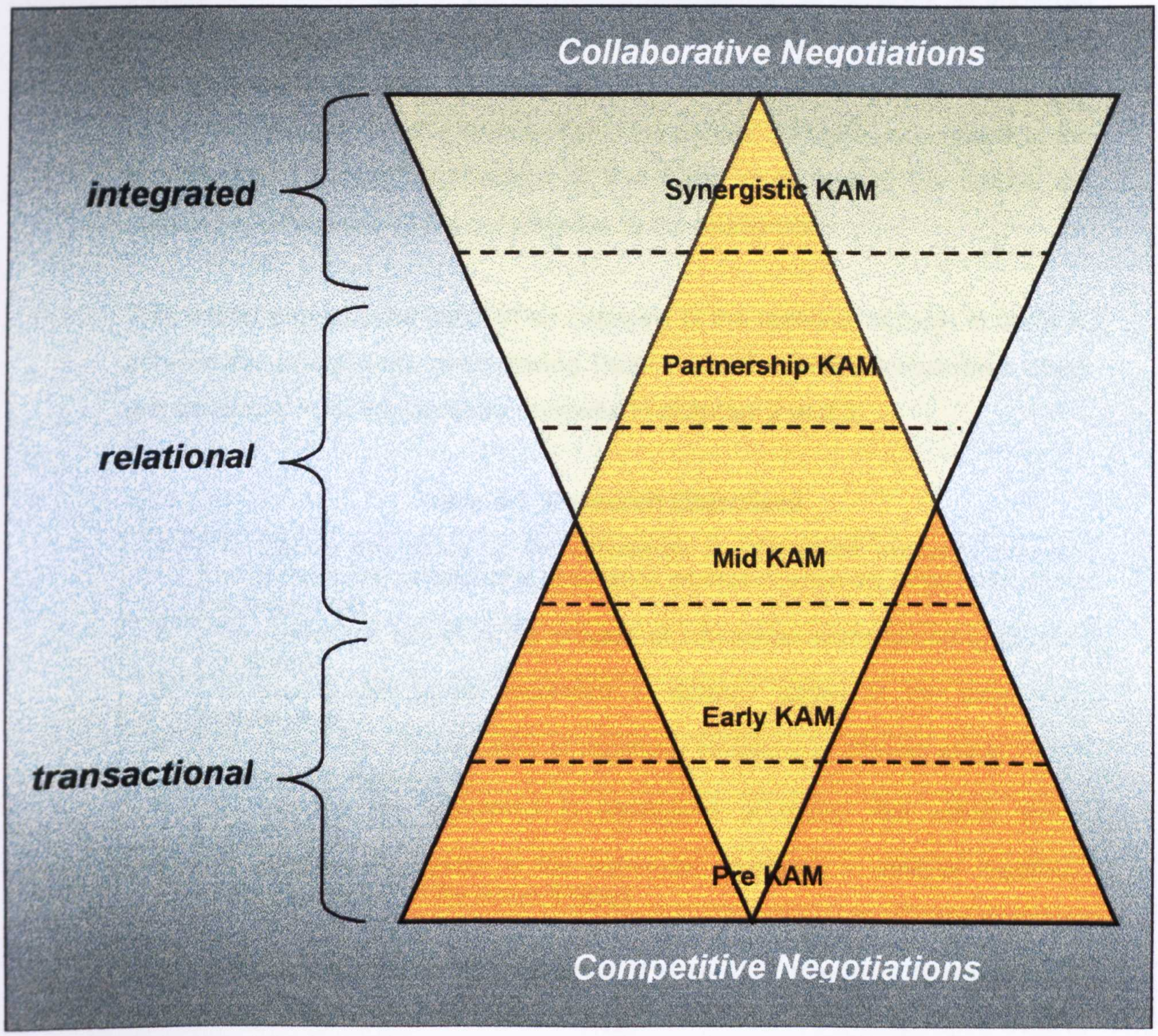
The review of literature indicates there may be different approaches to relationships that have a purely transactional focus, ie., a competitive style, to those which have an integrative focus, ie., collaborative. This is seen as a continuum dependent upon the nature of the issues under discussion by the individuals (Wilson, 1999); their propensity to seek a collaborative solution (Broderick, 1998; Lewicki et al, 1997; Wilson, 1999); and, the commonalities between the individuals (Bartos, 1995; Lindsey et al, 1996). It is, however, likely that parties will engage in some distributive behaviour during a negotiation which is ostensibly collaborative in nature because of the need to agree action and allocate resource and responsibility.

Imbued within the stages of relational development are emotions which some authors liken to friendship between individuals. Not only have the characteristics of trust and commitment featured strongly in the literature reviewed but so too has risk, flexibility and power, each of which comprise complex constructs (see section 2.7.4). The common denominator between these characteristics is, however, information exchange. This can be about the product and/or service as well as at a social level, as suggested by Broderick (1998).

A conceptual model is proposed (see figure 4.1) which links the information exchange process, incorporating the relational overtone proposed by Broderick (1998), to the stylistic negotiation approaches reviewed in the negotiation literature. The basis of the model is the Millman-Wilson (1994) relational development model. This model has received the greatest attention in subsequent literature and has been adopted and adapted by key authors in the field of key account management eg., Millman (1999), McDonald (1998), Pardo (1999), Rogers (2000), Wilson (1999). Furthermore, Zolkiewski and Turnbull (2001) have clearly distinguished this body of literature as one which focuses on the skills and competences of those engaged in the management of strategic business relationships, of which negotiation is the most important. The model is also well recognised by practitioners in industry eg., Marsh (2000) and Bradford (1999).

The relational model has been mapped to the two different styles of competitive and collaborative stylistic approaches to negotiation which takes place between buyers and sellers highlighted in the literature review. The figure (4.1) shows the Pre-KAM stage as being characterised by competitive negotiations, with discussion between the parties focusing on selling issues at a transactional or basic product or service level. The Synergistic KAM stage is characterised by collaborative negotiations with the issues discussed likewise being integrative in nature. Intervening stages in the model suggest the negotiation process is a mix of the two styles identified becoming increasingly collaborative with the issues discussed being relational in nature. There may be some overlap of the issues being discussed in the different stages of relational development, the distinctions between which are blurred as they evolve across the organisation in a disjointed manner (Wilson, 1999).

Figure 4.1 Conceptual Model of Information Exchange and Relational Development



The apex of each intersecting triangle illustrates that even though a buyer-seller dyadic relationship may be described as being at the extremes of relational development, at least in the context of negotiations there remains the potential to include an collaborative or competitive approach. Indeed, literature has intimated the nature of the exchange is that parties, particularly at early stages of relational development, will often refer to the potential of a future relationship between the parties. This may be for no other reason than in an attempt to lever their situation in the short term.

The 'narrow' point at the Mid KAM stage, reflects the very real danger both buyers and sellers face in the elevation, respectively, of suppliers to preferred status and customers to key account status. It is recognised by many authors that in order to develop the relationship, sensitive information is exchanged which, if mis-used, may be detrimental to the parties' competitive positions in the marketplace. Clearly negotiations at this stage must ensure the parties are sufficiently committed to the continuation of the relationship.

This model provides the basis of an overview of the research domain in order to achieve the overall aims, the following Table states the research objectives which are advanced from the literature reviewed in chapters 2 and 3.

Table 4.1 Research Objectives

1	To identify the nature of the differences in information exchange between competitive and collaborative negotiation processes when the buyer-seller focus is longer-term
2	To explore the impact of the process of information exchange on negotiation outcomes
3	To identify the issues negotiated at different stages of the buyer-seller relationship
4	To identify the characteristics of negotiator behaviour at different stages of the buyer-seller relationship
5	To examine the differences in perceptions of buyers and sellers during negotiations
6	To evaluate the validity of the instrument developed to analyse negotiator behaviour based on the above findings

These are now explored in turn, however, it should be noted this commentary is not seeking to build specific research hypotheses from these objectives as it is considered these are inappropriate to a research design which is essentially exploratory and qualitative, rather than quantitative, in nature. It does not, however, preclude a mixed method approach that incorporates quantitative analysis of data (see Chapter 5). Maxwell (1996) confirms Miles and Huberman's (1994) contention that research hypotheses are tentative answers to research questions but in the context of a qualitative study, these are referred to as 'research propositions', hence the title of this chapter. Miles and Huberman state this retains the characteristic inductive approach to research but *"safeguards against premature and unwarranted closure"* (p 75). Research propositions, therefore, enable a grounding of expected phenomena against previous research findings and contentions, providing a measure of validity to the research findings.

4.2.1 Identify the nature of the differences in information exchange

The literature strongly suggests that the stylistic approach is different between early and more advanced stages of relational development and so, therefore, must the type of information being exchanged. An example of this is reviewed in the literature on bargaining, a stage of the negotiation process on which much emphasis has been placed by researchers into dispute resolution. It also forms a central premise to the definition developed from the literature for this study. Bargaining is seen as *'an exchange of detailed information on the issues at stake incorporating the parties' beliefs and expectations through techniques of argument and persuasion'* (refer p 39).

Wilson (1999) in his further annotation of the Millman-Wilson (1994) relational development model, has categorised issues which he observed being discussed at different stages of relational development between buyers and sellers. He contends that early stages of KAM ie., Pre and Early, are characterised by a focus on the product and related issues, and its transaction between the organisations. At the Mid stage, focus moves to the processes that the parties use to manage the transactions. At the advanced Partnership and Synergistic stages, focus is on the facilitation of the relationship. Table 4.2 lists the issues identified by Wilson under each area.

Table 4.2 Wilson's (1999) Product, Process and Facilitation Issues

Product Issues	Availability; performance; features; quality; design; technical support; order size; price; terms
Process Issues	Speed of response; manufacturing process issues; application of process knowledge; changes to product; projects management issues; decision making process knowledge; special attention in relation to deliveries, design quotes; cost reduction
Facilitation Issues	Value creation; compatibility and integration of systems; alignment of objectives; integration of personnel; managing processes peripheral to customer core activity; strategic alignment

Review of content analytic mechanisms reveals information may be captured on this type of exchange by identifying specific bargaining behaviour in the negotiation. This is considered to comprise proposals and counter-proposals made by the parties.

Considering the nature of the issues highlighted in the table, it is highly feasible that bargaining behaviour will be more animated and, indeed, more competitive on product related issues than it would be on facilitation related issues. It may, therefore, be argued that bargaining behaviour would be observed more in early stages of relational development but this could be anticipated to be less than in a purely one-off transactional negotiation wherein the parties do not expect to develop an ongoing relationship.

4.2.2 Explore the impact of the process of information exchange

The negotiation literature indicates the impact of the process of information exchange on negotiation outcomes. This may be either positive or negative although the range of variables that could be considered is likely to vary for each negotiation context depending on the objectives set and the characteristics of the individuals involved. For example, individuals will imbue the process with emotive elements such as satisfaction, a consideration commented on by a number of authors (Pablo and Sitkin, 1992; Young and Denize, 1994; Lewicki et al, 1997; Huthwaite, 1996 and 1998).

Emotions are the feelings individuals have although these may not be explicitly stated during a negotiation process and are more of a felt state of mind by the individual. Having said this, a number of authors using content analysis developed coding standards which include a category to consider this aspect eg., Morley and Stephenson, 1977; Walcott and Hopmann, 1978. It could be contended that negotiations which are considered to have more satisfactory outcomes are also characterised by an exchange of more information containing emotional responses, both positive and negative.

4.2.3 Identify the characteristics of negotiator behaviour

A number of authors (eg., Raiffa, 1985; Lewicki et al, 1997) have suggested that more personal skill in the art of negotiation leads to a more collaborative negotiation stylistic approach. The conceptual model proposed in figure 4.1 clearly intimates that there is also a link between this and relational development.

What, however, does negotiation skill encompass? Clearly, the definition of negotiation implies a need for individuals to be able to initiate and engage in effective bargaining behaviour. This, presumably, is particularly relevant at the early stages of relational development but it is unclear how this might differ at more advanced stages of relational development. From the previous research proposition, it could be anticipated that skill may also encompass the giving and elicitation of emotive responses which provide indicators of the level of satisfaction being reached during the negotiation process itself.

4.2.4 Examine the differences in perceptions of buyers and sellers

Broderick's (1998) model considers the importance played by the roles individuals adopt in relational encounters. This intimates that buyers and sellers may have different perceptions of the negotiation, their own and each other's performance. Both the RM and negotiation literature has, however, highlighted the apparent commonalities perceived to exist between individuals and organisations negotiating at particularly advanced stages of relational development. This is evidenced in the reciprocation of behaviours. It may, therefore, be anticipated that buyers and sellers at more advanced stages of relational development will show a similar profile of behaviour in the negotiation process.

4.2.5 Evaluate the validity of the instrument developed

This discussion has intimated a number of coding categories required in order to capture the nature and process of information exchanged at stages of relational development. The development of the coding mechanism is a key part of the methodology adopted for use in the current research – it is developed in the next chapter. In the meantime, discussion in the previous chapter highlighted the need for rigour in statistical measures in order to test for both the reliability and validity of any instrument developed, including inter- and intra-judge reliability, internal and external validity of the coding mechanism in use (eg., Harris, 1996).

4.3 CONCLUSION

This chapter has provided an overview of the research domain through the proposal of a conceptual framework based on the literature reviewed into classic marketing relationships and negotiations. The gaps found in the literature have been summarised and restated through identification of the research aims and objectives. These are to investigate the nature of information exchanged between buyer and seller dyads during negotiations in the context of evolving business relationships and to characterise negotiator behaviour at stages of relational development.

Discussion of the research objectives has led the development of a number of research propositions. These have been put forward based on aspects of the broader objectives. These are –

(i) The nature of the differences in information exchange between competitive and collaborative negotiation processes will encompass bargaining behaviour focusing on different types of issues, eg., product-, process- and facilitation-related issues. These issues will be discussed at different stages and result in more competitive bargaining type behaviours eg., counter-proposals, at the early stages of relational development.

(ii) The impact of the process of information exchange on negotiation outcomes will manifest in terms of the perceptions the parties have of each other and their statements about the outcome. Where more emotive behaviours are used during the negotiation, it is anticipated that the parties will have a higher level of satisfaction with the outcome.

(iii) The parties will explore a range of different issues at stages of the buyer-seller relationship.

(iv) The characteristics of negotiator behaviour at different stages of the buyer-seller relationship will encompass different skills. Buyers and sellers at the more advanced stages of relational development are likely to exhibit more emotive behaviours, which are seen by the parties to be an important skill, potentially contributing to their assessment of the negotiation outcome.

(v) The differences in perceptions of buyers and sellers during negotiations will manifest in reciprocated behaviours. This pattern is likely to be emphasised where there is a closer relationship, such as at the partnership stage, between the buyer and seller dyads.

(vi) It will be possible to develop an instrument to analyse negotiator behaviour based on the above findings for measuring exchange in the context of buyer-seller relationships.

The next chapter will review the research methodology, including development of the main content analytic mechanism which characterises this research study.

CHAPTER 5

METHODOLOGY

CHAPTER 5 : METHODOLOGY

5.1 INTRODUCTION

This chapter reviews the methodological approach used for the research. The chapter discusses the relevant theories and practices which provide the basis for using and rationalising the methodology.

In conducting research, it is necessary to choose an appropriate research paradigm or 'worldview' (Guba and Lincoln, 1994). In the current research context a mixed approach has been taken which incorporates both qualitative and quantitative techniques. This is based on evaluation of negotiation research approaches referred to in the literature (chapters 2 and 3) and practical application of research findings to real world situations.

The research is characterised by the development and application of a content analytic coding mechanism for use with real life negotiations. Preliminary interviews and pre- and post-negotiation questionnaires support the mechanism. In addition, sequential analysis of observation data collected for the study is also used. Some 36 categories of behaviour have been identified and applied to a sample of 12 real life negotiations. The resultant data set is large with over 13,000 coded observations which, therefore, enables quantitative analysis of data. This chapter describes the development and testing of the research instruments as well as data collection techniques used.

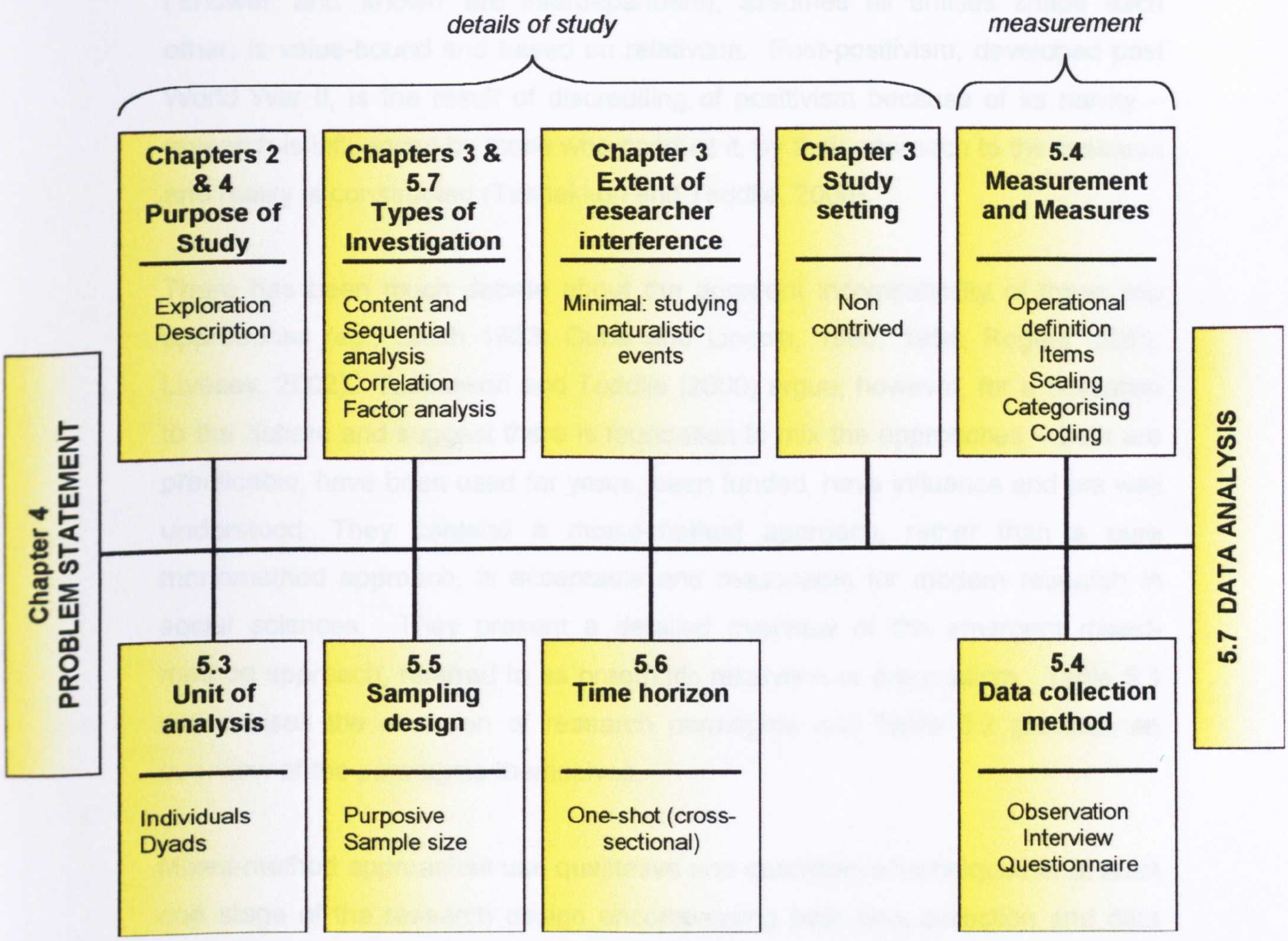
Research paradigms are discussed in section 5.2. Review of the research design considers the steps taken by the researcher in some detail. This is structured into the following sections –

- Section 5.3 discusses the unit of analysis determined from the literature review;
- Section 5.4 reviews the development and pre-testing of the research instruments – the content analytic coding mechanism which characterises this research and was used to observe and analyse negotiations, the interviews and pre- and post-negotiation questionnaires;
- Section 5.5 outlines the sampling design;

- Section 5.6 illustrates the time horizon for data collection;
- Section 5.7 reviews the analyses undertaken.

Figure 5.1 provides an illustrative guideline to the layout of the chapter and its relationship to the previous chapters.

Figure 5.1 Layout of Methodology Chapter



adapted from Sekeran (2000)

5.2 Research Paradigms

Review of the literature in this area reveals two basic schools of thought into the philosophical approach to research of social and behavioural sciences – the positivist/post-positivist and the phenomenological or constructivist approach (Tashakkori and Teddlie, 2000). The former, positivism, attributed to Kuhn

(1970), uses quantitative methods to derive causality based on temporal precendent; deductive logic ie., concepts derived from what has gone before; has an objective point of view (epistemology) in that the 'knower' and 'known' are independent; an axiology that is value free and assumes naive realism. The latter, constructivism, is essentially qualitative; inductive in that it uses the particular to generalise with an emphasis on 'grounded theory'; subjective ('knower' and 'known' are interdependent); assumes all entities shape each other; is value-bound and based on relativism. Post-positivism, developed post World War II, is the result of discrediting of positivism because of its naivity – research is influenced by those who conduct it, by their approach to the research and reality is constructed (Tashakkori and Teddlie, 2000).

There has been much debate about the apparent incompatibility of these two approaches (eg., Smith 1983; Guba and Lincoln, 1990, 1994; Rogers, 2001; Livesey, 2002). Tashakkori and Teddlie (2000) argue, however, for a cessation to the debate and suggest there is foundation to mix the approaches – both are practicable, have been used for years, been funded, have influence and are well understood. They contend a mixed-method approach, rather than a pure monomethod approach, is acceptable and reasonable for modem research in social sciences. They present a detailed overview of the emergent mixed-method approach, referred to as pragmatic relativism or pragmatism. Table 5.1 summarises the evolution of research paradigms and Table 5.2 provides an overview of the paradigms themselves.

Mixed-method approaches use qualitative and quantitative techniques in at least one stage of the research design encompassing both data collection and data analysis. The purpose of a mixed design (Greene et al, 1989) is triangulation ie., verification of results; complementarity ie., overlapping of different facets; initiation ie., uncovering paradoxes; development ie., using one method to inform another; and, expansion ie., adding scope to the research project. In practice, many authors use various qualitative and quantitative techniques in the same study.

Mixed-method approaches can have a number of designs (Tashakkori and Teddlie, 2000) –

- Equivalent status designs wherein techniques are used equally to understand phenomena;
- Dominant-less dominant designs wherein one technique is dominant over others. These may be either sequential with a qualitative method used followed by a quantitative one or the techniques may be used in parallel ie., data collected simultaneously;
- Designs with multilevel use of approaches wherein data is collected from more than one level in an organisation or group using different techniques.

Table 5.1 Evolution of Research Paradigms

Period	Approaches to Research
Period I **Monomethod or 'Purist' Era** **(circa 1800s through 1950s)**	***Quantitative Orientation*** 1. single data source (quantitative) 2. within one paradigm model, multiple data sources – a) sequential (quantitative / qualitative) b) parallel / simultaneous (quantitative / qualitative)
	Qualitative Orientation 1. single data source (quantitative) 2. within one paradigm model, multiple data sources – a) sequential (quantitative / qualitative) b) parallel / simultaneous (quantitative / qualitative)
Period II **Emergence of Mixed Methods** **(circa 1960s to 1980s)**	***Equivalent status designs (across both paradigms / methods)*** 1. Sequential (ie., 2-phase sequential studies) a) qualitative then quantitative b) quantitative then qualitative 2. Parallel / simultaneous a) qualitative then quantitative b) quantitative then qualitative
	Dominant-Less Dominant designs (across both paradigms / methods) 1. Sequential (ie., 2-phase sequential studies) a) qualitative then quantitative b) quantitative then qualitative 2. Parallel / simultaneous a) qualitative then quantitative b) quantitative then qualitative
	Designs with multilevel use of approaches
Period III **Emergence of Mixed Model Studies** **(circa 1990s)**	***Single application within stage of study*** *(each approach used in at least one stage of the study)* 1. Type of enquiry could be qualitative and / or quantitative 2. Data collection / operations could be qualitative and / or quantitative 2. Analysis / inferences either qualitative and / or quantitative
	Multiple applications within stage of study *(each approach used in at least one stage of the study)* 3. Type of enquiry could be qualitative and / or quantitative 4. Data collection / operations could be qualitative and / or quantitative 5. Analysis / inferences either qualitative and / or quantitative

derived from Tashakkori and Teddlie (2000)

Table 5.2 Overview of Research Paradigms

Paradigm	Description
Positivism	*Method:* Quantitative *Logic:* Deductive *Epistemology:* Objective point of view, knower and known are dualism *Axiology:* enquiry is value-free *Ontology:* naive realism *Causal linkages:* real causes temporally precedent to or simultaneous with effects
Post-positivism	*Method:* Primarily quantitative *Logic:* Primarily deductive *Epistemology:* Modified dualism, findings probably objectively 'true' *Axiology:* enquiry involves values but they may be controlled *Ontology:* critical or transcendental realism *Causal linkages:* there are some lawful, reasonably stable relationships among social phenomena. These may be known imperfectly. Causes are identifiable in a probabilistic sense that changes over time
PRAGMATISM	*Method:* Quantitative and qualitative *Logic:* Deductive and inductive *Epistemology:* both objective and subjective points of view *Axiology:* values play a large role in interpreting results *Ontology:* accept external reality. Choose explanations that best produce desired outcomes *Causal linkages:* there may be causal relationships but we will never be able to pin them down
Constructivism	*Method:* Qualitative *Logic:* Inductive *Epistemology:* Subjective point of view, knower and known are inseparable *Axiology:* enquiry is value-bound *Ontology:* relativism *Causal linkages:* all entities simultaneously shaping each other. It is impossible to distinguish causes from effects

source: Tashakkori and Teddlie (2000, p 23)

Essentially, it is necessary to answer three questions to conduct research – is the design naturalistic or experimental? are measurements to be qualitative or quantitative? and, are analyses to be content or statistical (Patton, 1990). In the current research design, answers are summarised in Table 5.3, each of which will be developed and discussed further in subsequent sections of this chapter.

Table 5.3 Overview of Current Research Design

Description	Naturalistic or experimental	Qualitative or Quantitative Measurement	Content or Statistical Analysis
Observation	Naturalistic	Qualitative and Quantitative	Content and Statistical
Interview	Naturalistic	Qualitative	Content and Statistical
Questionnaire	Naturalistic	Quantitative	Statistical

Clearly the evolution of the pragmatism approach offers philosophical support to those researchers who adopt a range of different techniques to their studies. Although exploratory, the approach taken to the current research problem leans towards post-positivism. Both qualitative and quantitative techniques are used to collect and analyse data and so the approach taken can, therefore, be argued to be mixed-method (see Table 5.3). The research uses a dominant method of content analysis for observation of negotiations. This is qualitative in its development stage and quantitative in its application, as is the subsequent sequential analysis. Less dominant methods used are interviews and questionnaires, respectively qualitative and quantitative. The methods are also multilevel with data having been collected both sequentially and simultaneously from more than one level in a dyad – interviewees were key informants on the relational development taking place before the negotiation; questionnaires were used with negotiation participants at the time of the negotiation. These design issues are discussed further in the following sections.

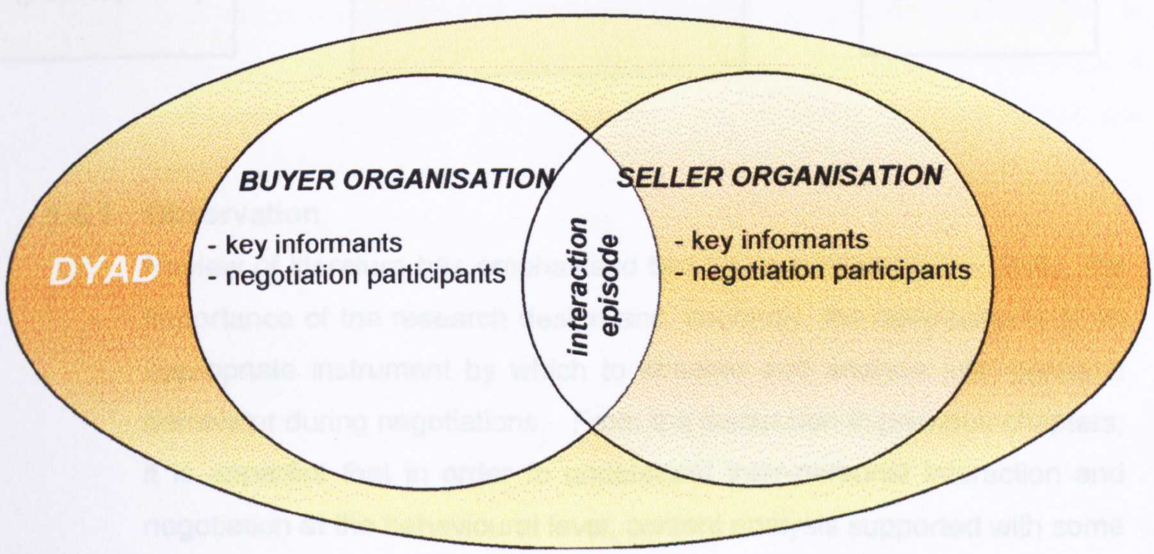
5.3 UNIT OF ANALYSIS

Identification of the unit of analysis was determined from the literature review which highlighted the negotiation as being a process that is not well understood in the context of business to business relational development. The primary phenomena of interest in the current research is the critical face-to-face negotiation process between buyer and seller dyads. Negotiations are viewed in this instance as critical when they are of key or strategic relevance to the parties (Yin, 1984).

Secondary to this is the identification of some means of establishing the position of parties in the relational development cycle as conceptualised in Figure 4.1. This will then enable analysis and evaluation of information exchange between organisations that are engaged in RM and KAM either explicitly or implicitly through their activities. Key informants in both organisations who are not necessarily participants in the negotiations observed are the most likely informants for this information. This, therefore, represents the multilevel and pluralistic nature of the research.

The dyad, made up of a buyer and seller partner, is, therefore, the unit of analysis (Iacobucci, 1996; Sekaran, 2001). The study of dyads enables parallel corresponding data from both parties to be investigated which can give richer information on phenomena than an individual organisation. It provides a means to capture *"the interactive essence of a functioning relationship"* (Iacobucci, 1996, p 389). Iacobucci also points out that, at least at a conceptual level, it is possible the sum of the joint relationship to be more than that of the individuals involved. It was felt this may be reflected particularly in negotiation where the strong inter-personal relationship between the buyer and seller is not only crucial to a good outcome but also ensures the future relationship between the parties (Young and Devizes, 1994). Furthermore, as highlighted by Stern (1996) and Holt and McDonald (2001), the dyadic relationship remains the fundamental unit of analysis even when a network approach is adopted to analysis of business relationships under the interactionist paradigm. Figure 5.2 summarises the bounds to the unit of analysis in the current research.

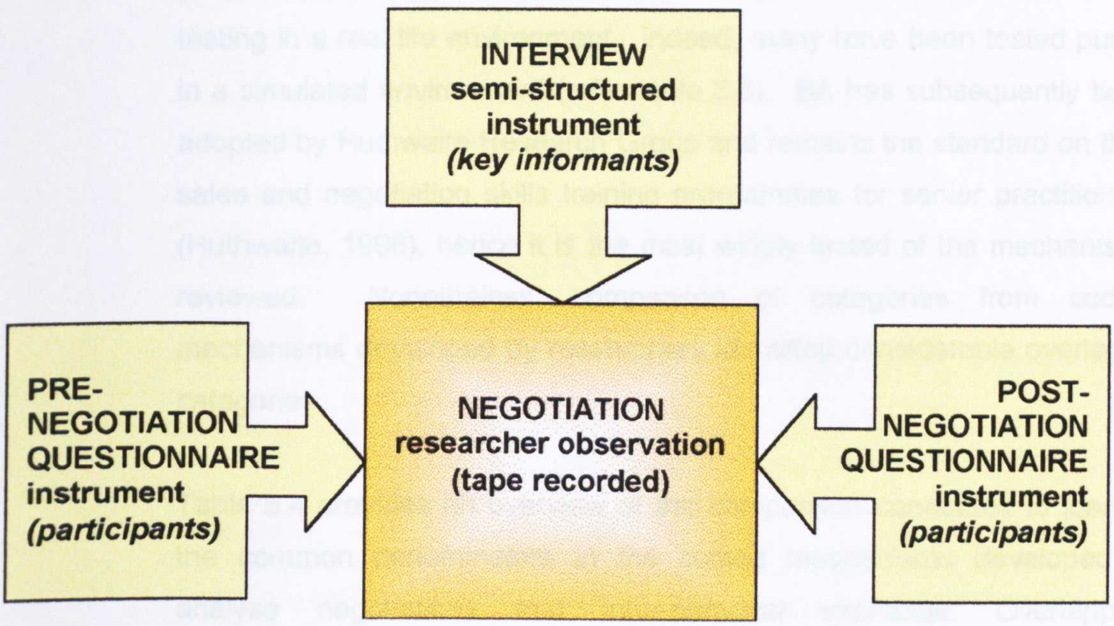
Figure 5.2 Unit of Analysis



5.4 Research Instruments

Three mechanisms were developed for the research into negotiation processes of buyer-seller dyads. These comprise the mechanism for observation of negotiations ie., the dominant research mechanism, plus semi-structured interviews and pre- and post-negotiation questionnaires. Each of these are now discussed in turn. Figure 5.3 provides an overview of the dyadic data collected and the interrelationships between each element.

Figure 5.3 Overview of Dyadic Data Collected



5.4.1 Observation

Review of literature has emphasised two key considerations – firstly, the importance of the research design and, secondly, the development of an appropriate instrument by which to observe and analyse inter-personal behaviour during negotiations. From the discussion in previous chapters, it is apparent that in order to understand inter-personal interaction and negotiation at the behavioural level, content analysis supported with some sequential analysis on a continuous event basis will provide the richest possibility for micro-level episodic analysis in a naturalistic context. This is, however, a procedural research decision and in order to implement this aspect, an appropriate coding mechanism must be developed and pre-tested for reliability. The techniques and processes used to do this are reviewed in detail.

In order to develop the coding mechanism, the first stage was review of the categories used in earlier content analytic mechanisms. The second stage was to identify gaps in coding standards developed which are applicable to the current research domain.

Of the standards developed, with the exception of Behavioural Analysis (BA), developed by Rackham in the 1970s, most have received limited testing in a real life environment. Indeed, many have been tested purely in a simulated environment (refer table 3.6). BA has subsequently been adopted by Huthwaite Research Group and remains the standard on their sales and negotiation skills training programmes for senior practitioners (Huthwaite, 1998), hence it is the most widely tested of the mechanisms reviewed. Nonetheless, comparison of categories from coding mechanisms developed by researchers identified considerable overlap in categories.

Table 5.4 provides an overview of the comparison conducted to identify the common denominators in the coding mechanisms developed to analyse negotiations and inter-personal exchange. Overlapping categories have been grouped under the following headings which are briefly reviewed in turn –

- Giving and seeking proposals;
- Giving and seeking positions;
- Giving and seeking feelings;
- Giving and seeking needs and priorities; and
- Giving and seeking reasons and problems.

Table 5.4 Comparison of Common Denominators in Coding Mechanisms

Overlapping Category	Categories Identified by Authors
Giving and seeking proposals	• Proposing; Building; Blocking (Rackham, 1972) • Offer/Seek: Procedure, Settlement Point: All Referents; Accept/Reject (Morley and Stephenson, 1977) • Commitments (Angelmar and Stern, 1978) • Initiations, Accommodations, Retractions: Commitments (Walcott and Hopmann, 1978) • Cueing Tactics: Attacking: Assert proposal/offer; Integrating: Offer concession (Donohue et al, 1984) • Self-disclosure; Strategic question; Concession (Galinat and Muller, 1988) • Single or Multiple offer; Suggested trade-off (Weingart et al, 1990) • Single or Multiple offer (Weingart et al, 1993 and 1996)
Giving and seeking position	• Negation of opponent's proposal or position; Question (Osterberg, 1950) • Giving information; Seeking information (Rackham, 1972) • Offer/Seek: Positive/Negative/Other/Information: All Referents (Morley and Stephenson, 1977) • Questions; Self-disclosures (Angelmar and Stern, 1978) • Questions; Answers (Walcott and Hopmann, 1978) • Cueing: Defending: Substantiation (Donohue et al, 1984) • Self-disclosure; Strategic question (Galinat and Muller, 1988) • Asks for/Provides information (Weingart et al, 1990) • Questions – Preferences/Priorities; Substantiation (Weingart et al, 1993 and 1996)
Giving and seeking feelings	• Aggression; Question (Osterberg, 1950) • Defending/attacking (Rackham, 1972) • Offer/Seek: Positive/Negative consequences: Self/Person (Morley and Stephenson, 1977) • Positive and Negative Affect (Walcott and Hopmann, 1978) • Responding: Attacking: Denying fault; Assert rights/needs (Donohue et al, 1984) • Attempted antagonist/co-operative influence (Galinat and Muller, 1988) • Shows awareness/recognition/concern for other (Weingart et al, 1990) • Agreements; Disagreements (Weingart et al, 1993) • Positive reactions (Weingart et al, 1996)
Giving and seeking needs and priorities	• Giving information; Seeking information (Rackham, 1972) • Offer/Seek: Positive/Negative consequences: All Referents (Morley and Stephenson, 1977) • Rewards and punishments (Angelmar and Stern, 1978) • Questions, Answers, Agreements and Disagreements (Walcott and Hopmann, 1978) • Cueing: Defending: Substantiation; Clarification request (Donohue et al, 1984) • Self-disclosure (Galinat and Muller, 1988) • Asks for/Provides information (Weingart et al, 1990) • Information provision/Questions – Priorities (Weingart et al, 1993 and 1996)
Giving and seeking reasons and problems	• Defence of self or side; Question; Clarification (Osterberg, 1950) • Giving information; Seeking information (Rackham, 1972) • Offer/Seek: Positive/Negative consequences: All Referents (Morley and Stephenson, 1977) • Recommendations and warnings (Angelmar and Stern, 1978) • Questions, Answers, Agreements and Disagreements (Walcott and Hopmann, 1978) • Cueing: Defending: Substantiation; Clarification request (Donohue et al, 1984) • Self-disclosure; Justification (Galinat and Muller, 1988) • Asks for/Provides information (Weingart et al, 1990) • Information provision/Questions – preferences; substantiation (Weingart et al, 1993 and 1996)

- **Giving and seeking proposals**

  As discussed in chapter 2, the negotiation literature highlighted bargaining as the behaviour which enables individuals to trade the issues they identify with the other party and, ultimately, reach agreement. It is the process of agreeing the division of resources eg., products and services for money or some other products and services. The behaviour incorporates the act of making a proposal to the other party and, potentially, seeking a proposal from them on the value of issue. It is the most fundamental of the negotiating behaviours identified and is present in both the competitive and collaborative stylistic approaches.

- **Giving and seeking positions**

  Much of negotiation is about 'setting the scene' for the bargaining element. As Druckman and Mitchell (1995) state *"the challenge is to move from the competitive posturing typical of adversarial bargaining to the joint activities needed for problem solving"* (p 15). One or more categories are, therefore, needed to capture the behaviours that are essentially recognising this type of posturing between buyers and sellers. Such behaviours include the giving and seeking of information which builds a current picture of the parties' situations, including how they arrived there, leading to the necessity for the negotiation and the objectives each party has for it. In other words, these behaviours encompass the giving and seeking of situational facts which, in an integrative scenario, enables the party to uncover the problem to be resolved but is used less openly in a competitive situation.

- **Giving and Seeking Feelings**

  This is, to quote the chief executive of General Electric 'soft stuff with hard results' (Cooper, 1998). It has been suggested the use of emotions in business situations engenders trust, builds loyalty and creates an environment for innovation (eg., Watson and Hoffman, 1996; Brown et al, 1997; Cooper, 1998). Buzzwords of the moment include 'emotional capital' which incorporates beliefs and values as well as feelings and emotions of individuals and refers to the added value each individual brings to the organisation (Pickard, 1998). The subject is receiving increasing attention and was a recent topic at the Institute of Personnel Development's national conference (October 1998).

For example, Butler (1995) emphasises the relationship between trust and emotion – *"trusting negotiators have confidence that their opponents will not use the information to take advantage of their vulnerability. Thus a trusting relationship enables negotiators to risk being open with their thoughts and feelings, and encourages them to be receptive to each other's thoughts and feelings, further increasing trust"* (p 487). This highlights the importance that at least positive feelings may have on the negotiation process.

- **Giving and seeking needs and priorities**

  This has also been identified in a number of studies reviewed in Chapter 2 (eg., Thompson et al, 1996; Pruitt, 1995; Westbrook, 1996). It constitutes the giving and seeking of needs and priorities for issues such as those identified by Wilson (1999) – product, process and facilitation issues. This enables negotiators to reach agreement on terms which are favourable to both sides as well as to enable them to assess the fairness of an offer. This is because they specify differing importance for each issue and can, thereby, trade those of less value to ensure they maximise return on issues of key value to themselves (the basis of the win-win scenario). Pruitt (1995) states *"information about the other party's needs and priorities facilitates reaching agreement on terms that are favorable to both sides. In addition, the very act of seeking this information may contribute to developing such agreements since it tends to enhance the other party's trust in oneself"* (p 107).

- **Giving and seeking reasons and problems**

  As early as 1965, Walton and McKersie identified that negotiation involves the justification of views by persuading the other party. This enables the individuals to make judgments about a proposal or comment and return with a fair response, hence, giving and seeking reasons and problems enables the capture of this information. The concept of fairness has, of course, received much attention in the negotiation literature and justification is a category that has been identified by a number of authors (eg., Osterberg, 1950; Morley and Stephenson, 1977; Walcott and Hopmann, 1978; Donohue et al, 1984; Galinat and Muller, 1988).

A number of researchers have applied valences to capture whether the behaviour is competitive or collaborative in nature (or positive or negative). Others have used valences to capture the direction of communication eg., directed at an individual on their own or the other party's side, or an organisation. This is unnecessary when the coding mechanism is to be subsequently sequentially analysed and, therefore, merely serves to add irrelevant layers of complexity. Furthermore, it also suggests that all categories can assume all valences identified. This may not be the case, for example, when the range of issues such as those highlighted above may impact on the stylistic approach, as suggested by Wilson (1999).

A significant gap identified by the meta-analysis of categories pertains to what Rackham (1972) identified as controlling behaviours. These include the clarification of points made and the summary of the negotiation, or some substantive portion of the negotiation. For example, social psychologists such Bales (1950) identified summarising behaviour as a technique used by task-oriented leaders to give structure and direction to meetings (for a summary of other studies in this context, see also Johnson and Johnson, 1997). In the context of negotiations, Brewster (1998) has also identified this as an important behaviour which helps structure and facilitates a more optimal solution.

Other considerations are the constructs of trust, risk, power and flexibility. Clearly, the sequential analysis of data as discussed in Chapter 3 may enable a richer understanding of these constructs.

The basis of the mechanism proposed by the researcher is BA (Huthwaite, 1998) which was found to incorporate a number of the categories developed to analyse inter-personal interactions and is, therefore, considered to have internal validity in the operational definitions applied.

Categories were identified from meta-analysis, some being BA categories that have been modified to reflect contemporary understanding of negotiations from research studies. The intention was that the mechanism designed should be used to analyse real life negotiations. As such the mechanism would be used to record observations based on events, rather than on a time or interval basis, as described in chapter 3.

Development of the categories resulted in extensive and wide-ranging discussion with Huthwaite in the review of their mechanism, new categories and testing of the observation instrument. In addition, Huthwaite gave the researcher access to a number of their negotiation skills training programmes over a period of three years which required extensive training in their BA mechanism (over 24 hours). The training was subsequently used to gain considerable expertise in coding live negotiations, albeit in the simulated context of skills training programmes. Access to the training programmes also provided the data (through tape recordings) which was used in the check-coding of the mechanism developed.

Table 5.5 gives an overview of the coding mechanism developed. Discussion of the categories follows review of the pre-testing methods.

Table 5.5 Coding Mechanism Check List – Part I

Coding Mechanism Check List	
• system	Categorical
• exhaustive system	Yes
• mutually exclusive categories	Yes
• number of categories specified	36
• number of levels analysed	1
• operational definitions stated	Yes (see Table 5.5)
• coding rules defined	Yes (see Appendix 1)

Pre-Testing

Pre-testing followed a number of iterative stages. Firstly, operational definitions of categories were tested using simulated (role-play) negotiation data. Secondly, reliability was calculated following check-coding using one other judge.

The refined categories were tested by the researcher using the environment of a negotiation skills training programme delivered by Huthwaite during October 1998. Delegates were experienced and inexperienced managers and sales professionals using negotiation skills both internally within their own organisation and externally with customers and suppliers. As part of the training programme, role-plays were acted out by individuals representing the buyer and seller in some hypothetical situation.

Some three simulated negotiations over the course of three days of the programme were used to test the categories whereby the researcher live coded data into categories. This was in order to determine whether all data would fit into the categories identified and to provide examples of data which remained uncoded. It required thorough knowledge of both the categories and careful interpretation of the words spoken during the simulations. Tape recordings were not used at this stage although ten hours of simulations based on the same scenario recorded during the researcher's attendance at a previous negotiation skills programme had been used in earlier stages of development.

The live analysis using these simulated negotiations with delegates previously unknown to the author was deemed a crucial learning point. It led to clarification of operational definitions since tape recordings had enabled the author to become familiar with the negotiation case content which may have interfered with subsequent coding of data.

This stage revealed the need for only minor, fine-tuning adjustments to operational definitions which were subsequently incorporated into the category mechanism.

Following a number of interim check codings, once the final mechanism was operationalised, reliability was calculated for a transcript of a further tape recorded simulated negotiation using the Spearman statistic in SPSS (version 10.0). One additional judge was deemed appropriate and used for this purpose in addition to the researcher. This person was an expert behavioural analyst with extensive knowledge of the Huthwaite standard (and whose assistance had been sought throughout the development process). The Spearman statistic showed a high level of agreement in the coding of behaviour at over .9, indicating the categories are reliable. At this stage, intra-judge reliability was not calculated since the objective was to operationalise the categories. Table 5.6 provides a summary of the checks undertaken and the correlation calculated.

Table 5.6 Coding Mechanism Check List – Part II

Coding Mechanism Check List	
Data • amount (units) • type	1191 simulated
Judges • number • training (hours)	2 24+ hrs (informal and ad hoc)
Reliability (avg/categories) • intra-judge • inter-judge • measure used	not calculated .953 Spearman (SPSS v10.0)

The coded transcripts were compared and disagreements in the coding were discussed to clarify future coding in the research. Clarifications were incorporated into the operational definitions which are outlined below.

Coding Mechanism

Following consideration of the literature and extensive testing in development, Table 5.7 is the subsequent coding mechanism that has been developed for the current research. The basis of the mechanism proposed by the researcher is BA (Huthwaite, 1998). This was found to incorporate a number of the categories developed to analyse inter-personal interactions and is, therefore, considered to have the greatest external validity in the operational definitions applied.

Table 5.7 Categories for Negotiation Research Coding Mechanism

CATEGORY AND DEFINITION	CATEGORIES FROM OTHER MECHANISMS
Seek Situation/Position – a behaviour which seeks a statement on an individual, organisational or third party's situation, view of or position in relation to an issue.	Task: Questions (Walcott and Hopmann, 1978); Mode: Seek (Morley and Stephenson, 1977); Question (Osterberg, 1950); Asks for information (Weingart et al, 1990) Questions – preferences, priorities, positions (Weingart et al, 1993 and 1996).
Situation/Position – a behaviour which states in general terms the party's view of or opinion on an element of interest.	Commitments (Angelmar and Stern, 1978) – maximum/minimum stated position; Self-Disclosure (Angelmar and Stern, 1978) – when used to represent a position; Self-Disclosure (Galinat and Muller, 1988) Strategic: Commitments (Walcott and Hopmann, 1978) - takes a stance; Task: Answers (Walcott and Hopmann, 1978); Provides information (Weingart et al, 1990, 1993 and 1996).
'I need you' Posture – a behaviour which clearly promote the other party's interests in reaching agreement with the party making the statement (may or may not be stated in an obviously positive or negative manner).	Promises and Threats, Warnings and Recommendations (Angelmar and Stern, 1978); Strategic: Threats/Promises (Walcott and Hopmann, 1978); Threats (Weingart et al, 1990).
'You need me' Posture – a behaviour which clearly demotes the other party's interests in reaching agreement with the party making the statement (may or may not be stated in an obviously positive or negative manner).	Promises and Threats, Warnings and Recommendations (Angelmar and Stern, 1978); Strategic: Threats/Promises (Walcott and Hopmann, 1978); Threats (Weingart et al, 1990).
Seek Justification – a behaviour which seeks reasons in support of a contribution.	Strategic Question (Galinat and Muller, 1988); Structure: Information (Morley and Stephenson, 1977); Mode: Seek (Morley and Stephenson, 1977); Task: Questions (Walcott and Hopmann, 1978); Question (Osterberg, 1950); Ask for Information (Weingart et al, 1990); Questions – priorities (Weingart et al, 1993 and 1996).
Seek Problem/Implication/Need - a behaviour which seeks problems or dissatisfactions, consequences, effects or implications of a difficulty stated by the other party or a need or requirement which the other party can meet.	Mode: Seek (Morley and Stephenson, 1977); Strategic: Questions (Galinat and Muller, 1988); Questions (Osterberg, 1950); Questions (Angelmar and Stern, 1978); Task: Questions (Walcott and Hopmann, 1978); Ask for Information (Weingart et al, 1990); Questions – positions (Weingart et al, 1993 and 1996).
Problems/Implied Need – a behaviour which gives a problem	Positive and Negative Normative Appeals (Angelmar and Stern, 1978); Structure: Positive and Negative Consequences of Proposed Outcomes

on an issue, dissatisfaction or area of concern to the business or individual.	(Morley and Stephenson, 1977); Structure: Information (Morley and Stephenson, 1977); Task: Answers (Walcott and Hopmann, 1978); Project Problem (Osterberg, 1950); Provides information (Weingart et al, 1990).
Constraint – a behaviour which explicitly states the party cannot exceed a position.	Structure: Limits (Morley and Stephenson, 1977); Strategic: Commitments (Walcott and Hopmann, 1978).
Need – unambiguous statements of wants, desires or intentions. These may be seen as a pay-off.	Commitments (Angelmar and Stern, 1978) – maximum/minimum stated position; Task: Answers (Walcott and Hopmann, 1978); Project Problem (Osterberg, 1950); Responding: Attacking: Assert Rights/Needs (Donohue, 1984); Provides information, preferences, priorities, positions (Weingart et al, 1993 and 1990).
Justification – a behaviour which justifies a statement made by the same party.	Justification (Galinat and Muller, 1988) – positive normative appeal, commitment; Self-Disclosure (Galinat and Muller, 1988; Angelmar and Stern, 1978) – justification; Positive and Negative Normative Appeals (Angelmar and Stern, 1978); Structure: Limits (Morley and Stephenson, 1977) – justification; Structure: Positive and Negative Consequences of Proposed Outcomes (Morley and Stephenson, 1977); Structure: Information (Morley and Stephenson, 1977); Task: Answers (Walcott and Hopmann, 1978); Defense (Osterberg, 1950); Clarification (Osterberg, 1950); Cueing: Defending: Substantiation (Donohue et al, 1984); Responding: Attacking: Assert Rights/Needs (Donohue, 1984); Provides information, support for position (Weingart et al, 1990); Information provision, substantiation (Weingart et al, 1993 and 1996).
Seek Social (Huthwaite Research Group, 1998) – any seeking behaviour which is not related to the negotiation.	Other (Galinat and Muller, 1988); Responding/Cueing: Integrating: Et Cetera (Donohue et al, 1984); Miscellaneous (Osterberg, 1950).
Give Social (Huthwaite Research Group, 1998) – any giving behaviour which is not related to the negotiation.	Structure: Information (Morley and Stephenson, 1977); Other (Galinat and Muller, 1988); Responding/Cueing: Integrating: Et Cetera (Donohue et al, 1984); Miscellaneous (Osterberg, 1950); Miscellaneous (Weingart et al, 1996).
Labelling (Huthwaite Research Group, 1998) – a behaviour which states the type of behaviour about to be used by the other party.	
Interruption (Huthwaite Research Group, 1998) – indicates a behaviour used by one person to interrupt another.	
Bringing In (Huthwaite Research Group, 1998) – category deleted since data collected sequentially.	
Seek Proposals (Huthwaite Research Group, 1998) – invites a proposal from another.	Questions (Angelmar and Stern, 1978); Commands (Angelmar and Stern, 1978); Responding: Integrating: Extension Question (Donohue et al, 1984);

	Mode: Seek (Morley and Stephenson, 1977); Asks for Information (suggest/make offer) (Weingart et al, 1990); Questions (preferences) (Weingart et al, 1993 and 1996).
Proposing – Procedural (Huthwaite Research Group, 1998) – putting forward a new suggestion on the conduct of the meeting.	Structure: Procedure (Morley and Stephenson, 1977) - conduct of the negotiation; Procedural: Subject Change (Walcott and Hopmann, 1978) – moves the meeting along; Responding: Attacking: Topic Change (Donohue et al, 1984); Cueing: Attacking: Decision (Donohue et al, 1984) - structuring procedures; Procedural comments (Weingart et al, 1993 and 1996).
Proposing – Content (modified Huthwaite Research Group, 1998) – proposals about the content or subject matter of the meeting or action that will be taken after the meeting. These can be of 2 types – Unspecific, where no value is given to the proposal. Specific, where a value is given to the proposal.	Rewards and Punishments (Angelmar and Stern, 1978); Structure: Settlement Point (Morley and Stephenson, 1977) - on a specific issue; Substantive: Initiations (Walcott and Hopmann, 1978) Attempted Co-operative Influence (Galinat and Muller, 1988) – recommendation, promise, reward; Mode: Offer (Morley and Stephenson, 1977); Single or Multi-Issue Offer (Weingart et al, 1990, 1993 and 1996).
Tabling – a behaviour which highlights an issue or option to be negotiated, recorded only at the point it is first brought to the table - may be Specific or Unspecific.	Offer: Settlement Point (Morley and Stephenson, 1977).
Proposing – Counter (Huthwaite Research Group, 1998) – immediate counter response to an offer. This behaviour has been deleted from the mechanism since data will be collected sequentially, information will therefore not be lost.	Concessions (Galinat and Muller, 1988); Cueing: Integrating: Offer Concession (Donohue et al, 1984) – immediate counter-offer; Suggests Tradeoff (Weingart et al, 1990) Multi-Issue Offer (Weingart et al, 1993 and 1996).
Building (Huthwaite Research Group, 1998) – extends a proposal (either specific or unspecific) made by another person.	Responding: Defending/Integrating: Extension/Question (Donohue et al, 1984)
Conditionality (modified Huthwaite Research Group, 1998) – indicates a behaviour which links one to another behaviour ie., contingent upon the proposer receiving something in return.	Structure: Limits (Morley and Stephenson, 1977) – on conditional proposals; Strategic: Promises (Walcott and Hopmann, 1978) – reward.
Seek Reactions/Feelings (modified Huthwaite Research Group, 1998) – invites reactions to preceding statements or the personal and emotive opinions from another person.	Mode: Seek (Morley and Stephenson, 1977); Task: Questions (Walcott and Hopmann, 1978); Cueing: Attacking: Assert Proposal/Offer (Donohue et al, 1984); Questions Priorities (Weingart et al, 1993 and 1996).
Supporting (Huthwaite Research Group, 1998) – declaration of support on another's opinions.	Rewards (Angelmar and Stern, 1978); Structure: Acknowledgement +ve (Morley and Stephenson, 1977) – positive support; Mode: Accept (Morley and Stephenson, 1977); Task: Agreements (Walcott and Hopmann, 1978);

	Affective: Positive (Walcott and Hopmann, 1978); Other's Argument Accepted (Osterberg, 1950); Responding: Integrating: Proposal Support/ Rationale, Utterance, Other Support (Donohue et al, 1984); Positive Reactions (Weingart et al, 1990, 1993 and 1996).
Disagreeing (modified Huthwaite Research Group, 1998) – disagreement of point raised by another.	Concession Refusal (Galinat and Muller, 1988); Punishments (Angelmar and Stern, 1978); Mode: Reject (Morley and Stephenson, 1977); Task: Disagreements (Walcott and Hopmann, 1978); Affective: Negative (Walcott and Hopmann, 1978); Negation (Osterberg, 1950); Responding: Defending: Reject Proposal; Reject Rationale/Utterance (Donohue et al, 1984); Cueing: Defending: Deny Relevance (Donohue et al, 1984); Negative Reactions (Weingart et al, 1990).
Contrary Statement – a behaviour which immediately puts forward an alternative opinion.	Responding: Defending: Reject Proposal; Reject Rationale/Utterance (Donohue et al, 1984); Cueing: Defending: Deny Relevance (Donohue et al, 1984); Mode: Reject (Morley and Stephenson, 1977); Task: Disagreement (Walcott and Hopmann, 1978); Concession Refusal (Galinat and Muller, 1988).
Feelings – Personal (Huthwaite Research Group, 1998) – personal emotive statement.	Referent Dimension: Self (Morley and Stephenson, 1977) – personal opinion; Shows awareness/recognition/concern (Weingart et al, 1990).
Feelings – Corporate – statements of corporate opinions.	Referent Dimension: Party (Morley and Stephenson, 1977) – corporate opinion Mutuality of concerns (Weingart et al, 1993 and 1996).
Defend/Attack (Huthwaite Research Group, 1998) – personal affront of another.	Attempted Antagonistic Influence (Galinat and Muller, 1988) – warning, threat, punishment, negative normative response; Structure: Acknowledgement -ve (Morley and Stephenson, 1977) – derogatory comments; Affective: Negative (Walcott and Hopmann, 1978); Aggression (Osterberg, 1950); Responding: Attacking: Deny Fault (Donohue et al, 1984); Cueing: Attacking: Change Fault/Responsibility (Donohue et al, 1984) – attributing blame; Threats or warnings (Weingart et al, 1990).
Gratuitous Self-Praise (modified Huthwaite Research Group, 1998) – a behaviour which one party to make value judgements about themselves. Usually about issues, rather than people.	Structure: Acknowledgement +ve (Morley and Stephenson, 1977) – implies praise; Justification (Galinat and Muller, 1988).
Retracting – a behaviour with which one party exposes or admits error or guilt to the other party.	Substantive: Accommodation/Retraction (Walcott and Hopmann, 1978) – compromises/ retracts a proposal.
Confirming/Agreeing – a behaviour which confirms understanding of or gives substance to an earlier contribution.	Mode: Accept (Morley and Stephenson, 1977); Sturcture: Positive/Negative Consequences of Proposed Outcome (Morley and Stephenson, 1977); Information provision - preferences (Weingart et al, 1993 and 1996).
Clarity Test (modified Huthwaite Research Group, 1998) – a behaviour which seeks to establish whether or not an earlier contribution has been understood	Task: Questions (Walcott and Hopmann, 1978); Clarification (Osterberg, 1950); Cueing: Defending: Clarification Request (Donohue et al, 1984).

in a manner which does not seek to cast doubt on that contribution.	
Incredulous Test – a behaviour which seeks to establish whether or not an earlier contribution has been understood in a manner which casts doubt on that contribution by seeking to clarify discrepancies.	Task: Questions (Walcott and Hopmann, 1978); Clarification (Osterberg, 1950); Cueing: Defending: Clarification Request (Donohue et al, 1984).
Rational Test – a behaviour which seeks to establish whether or not an earlier contribution has been understood in a way which casts doubt on that contribution but in a non-emotive manner.	Task: Questions (Walcott and Hopmann, 1978); Clarification (Osterberg, 1950); Cueing: Defending: Clarification Request (Donohue et al, 1984); Question (Osterberg, 1950).
Summarising (Huthwaite Research Group, 1998) – restates in a compact form the preceding discussion.	Clarification (Osterberg, 1950).

The left-hand side of the table represents the BA categories which were developed for the research purposes, while the right-hand side offers a comparison to other categories developed for similar purposes. It is, however, difficult to attempt a true comparison since categories have tended to be developed according to the interests of researchers. Indeed, it would be difficult to develop any such coding mechanism without reflecting at least in part on research interests although this practice has led to obscure categories being created which the researcher has subsequently omitted. Operational definitions are concise but were identified following a lengthy process of review and refinement, as outlined above. A substantiated description of each category developed follows (refer also to Appendix 1 for examples of data falling into each category from the review and refinement process and coding boundary rules).

The behaviours identified in the table fall under a number of headings. Discussion follows on the development of each of the categories –

- **Scene Setting Behaviours** – Seek Situation/Position, Situation/Position, 'I need you' Posture and 'You need me' Posture;

- **Specifying Behaviours** – Seek Justification, Seek Problem/Implication/Need, Problem/Implied Need, Constraint, Need and Justification;
- **Social Behaviours** – Seek and Give, Labelling and Shutting Out.
- **Initiating Behaviours** – Seek Proposal, Proposing – Procedural, Content, Building, Conditionality and Tabling;
- **Reacting Behaviours** – Seek Reactions/Feelings, Supporting, Disagreeing, Contrary Statement, Feelings Personal and Corporate, Defend/Attack, Gratuitous Self-Praise and Retracting;
- **Clarifying Behaviours** – Confirming/Agreeing, Clarity/Incredulous/ Rational Test and Summarising;

- **Scene Setting Behaviours**

  Seek Situation/Position is a behaviour which seeks a statement on an individual, organisational or third party's situation, view of or position in relation to an issue. The literature highlighted the importance of uncovering the current situation the parties are in as a key task in achieving an integrative solution and so this category enables the capture of those questions which are asked by the parties to do this. Examples include *"...how do you view your situation?", "what's your view of the market at present?"*

  Situation/Position is the behaviour which states in general terms the party's view of or opinion on an element of interest ie., response to a question such as one captured by the above category. An example is *"...competition in the telecommunications market is growing rapidly..."*

  'I need you' Posture is a behaviour which clearly promotes the other party's interests in reaching agreement with the party making the statement (this may or may not be stated in an obviously positive or negative manner). It is an allusion to the balance of power perceived by the parties in the negotiation and making such a statement may well be an attempt to confer power. Again, this is a behaviour which the literature indicates may result in integrative solutions. An example is *"... no-one else can supply us with this quality of product..."*

Conversely, the ***'You need me' Posture*** is a behaviour which clearly demotes the other party's interests in reaching agreement with the party making the statement and, again, it may or may not be stated in an obviously positive or negative manner. An example is *"... no-one else can supply you with this quality of product..."*

- **Specifying Behaviours**

  Seek Justification is a behaviour which seeks difficulties, opinions or comments in support of a contribution. According to the literature, this is a behaviour which is engaged in by negotiators as they buy time to find out more about the other party's issues and reasons for stating values for issues. It is generally seen as a competitive behaviour in this context, however, it could also be used as a means of requesting knowledge about the situation the parties find themselves in to the other party and may, therefore, be a collaborative behaviour. Examples are *"why do you want that?", "is that a problem for you?"*

  A ***Justification*** behaviour is a simple reason stated which justifies an earlier statement made by the same party. Examples are *"if we are going to establish this as a potential major product line then...", "its mainly due to the fact that...", "as you know, we cannot increase our output at the moment because..."*

  Seek Implication is a behaviour which seeks the consequences, effects or implications of a difficulty stated by the other party. It is a further attempt to capture in more detail the ways in which the parties may seek an integrative solution and is a question which attempts to uncover the issues important to the parties. An example is *"what effect does this have on your business?"*

A ***Problem/Implied Need*** is a behaviour which captures a problem on an issue, dissatisfaction or area of concern to the business or individual. An example may be *"we have been losing a lot of money in this area..."*. It is related to literature regarding the process of collaborative negotiations in which the parties will seek to understand the difficulties and problems they have before the bargaining process begins (eg., Hopmann, 1995).

Seek Need is a similar behaviour but seeks a need or requirement which the other party can meet – questions may probe for an explicit need directly or by exploring the payoff. Examples are *"would it help you if...?", "how else might it help if...?", "which of xxx and yyy is more important to you?"*

A ***Need*** is an unambiguous statement of wants, desires or intentions. These may be seen as a 'pay-off'. Examples are *"I need some process to keep scrap levels down", "I must improve our security"*.

A ***Constraint*** is a behaviour which explicitly states the party cannot exceed a position. It may well be an attempt by the parties to impose rigidity on solution generation, in which case it may be a highly competitive behaviour, or it may be a simple statement of fact. The relational tone will, of course, only be determined by the context in which it is stated. Examples are *"we have a limited supply of 38,000 units from Japan", "we do not employ on-site engineers"*.

- **Social Behaviours**

  Social behaviours are those which the parties engage in that are nothing whatsoever to do with the actual negotiation but more to do with their personal understanding of one another. Negotiators will seek and give information pertaining to their personal interests and life which all help to establish a climate and the basis for common understanding of their situations. These are, therefore, identified as ***Seek Social*** and ***Give Social***.

Other social behaviours are ***Labelling***. This is a behaviour which states the type of behaviour about to be used by the other party and, in essence, draws attention to the proceeding statement. Examples are *"to summarise...", "let me just clarify my understanding of that...", "we have a problem..."* ***Interruption*** is a behaviour which indicates any other behaviour which one person uses to shut out another in order to gain more air time – it is a double code. Similarly, ***Bringing In*** is a behaviour which an individual uses to seek a comment from another participant who has not contributed for some time.

- **Initiating Behaviours**

  Initiating behaviours are those which result in agreement following discussion of issues or interests are most likely to be seen during the bargaining phase of the negotiation (Fisher and Ury, 1997), eg., proposing and building.

Fundamental categories of behaviour are those which set out the terms on the content of any agreement. ***Proposing Content*** is, therefore, about the subject matter of the meeting or action that will be taken after the meeting. Two types have been identified: ***Unspecific*** and ***Specific***. The former is where no value is given to the proposal. Examples are *"we could look at an increase in volume...", "I can offer a reduction in payment terms..."*. The latter is where a value is given to the proposal, eg., *"We could increase volume to 25,000 units", "I can offer a reduction in payment terms to 20 days"*. ***Counter proposals*** are those proposals which immediately follow a proposal on the same issue but stated at a different value.

A number of authors have alluded to the importance of the number of issues discussed by the parties, suggesting those who are seeking more integrative solutions will discuss a broader range ie., the expanded pie concept. ***Tabling*** is, therefore, a behaviour which captures the first time an issue is raised by the parties although content could be the same as indicated above. Similarly as above, it can be either ***Unspecific*** or ***Specific***.

Despite being a key behaviour in negotiation, few authors have identified the facilitating nature of seeking proposals from other parties. ***Seek Proposal***, therefore, is a behaviour which asks for a proposal from the other party. Examples are *"how much do you want to pay...", "how many of these do you require..."*

Similarly, ***Procedural Proposing*** has been identified and is a behaviour which puts forward, directly or indirectly, a new suggestion or course of action regarding the process or conduct of the meeting. It is seen as a facilitating behaviour. Examples are "*Tom, write the ideas on the flipchart", "can I suggest we now tum our attention to..."*

A further facilitating behaviour is that identified as ***Building*** where a proposal is extended or developed in a mutually beneficial way from a proposal (either specific or unspecific) made by another party. Examples are *"if we're going to do the distribution, why don't we take over the other distribution lines too", "let's invite supervisors to the product meeting as well, so we can save another day's fees*"

Conditionality is a behaviour which links one proposing behaviour to another and is again identified in the literature as one which results in more integrative solutions. It is, however, a double-coded behaviour since it is to be used in conjunction with any of the proposing type behaviours identified above.

- **Reacting Behaviours**

  These behaviours are characteristic of open communication on thoughts, processes and proposals at both personal and corporate levels, reflecting the discussion of egocentrism and prosocialism. If trust is present in all positive relationships (Pruitt and Carnevale) then, in order to establish any climate of trust, the parties could establish the basis for this through, to use Raiffa's words, 'full open truthful exchange'.

Seek reactions/feelings is a behaviour which seeks a statement from another on their judgement or evaluation of a previous statement or the personal and emotive opinions from another person. Examples are "*...was that of interest to you?*", "*how do you feel about...?*"

Supporting is a behaviour which makes a conscious and direct declaration of agreement or support for another person or their concepts and opinions. Examples are "*yes, I go along with that*", "*sounds OK to me*". ***Disagreeing*** is a behaviour which makes a conscious and direct declaration of disagreement on another person's concepts and opinions. Examples are *"that idea just won't work", "I don't like that one bit"*. This can also be labelled as a disagreement which adds negative emphasis eg., *"No", "I disagree"*.

A ***Contrary statement*** is a behaviour which immediately puts forward an alternative opinion. An example of this would be *"[the competition will be in place in 12 months...] ... our research suggests the competition will be in place in 6 months..."*

Personal feelings is a behaviour which gives a personal and emotive opinion to other people on behalf of the individual(s) involved in the negotiation. Examples are *"I feel disappointed...", "I am happy...", "we [referring to the individuals at the table] are disappointed..."*. In contrast, ***Corporate feelings*** is a behaviour which gives an emotive opinion on behalf of the organisation to other people eg., *"we feel...", "we are happy..."*

A ***Defend/attack*** is a behaviour which attacks another person either directly or by defensiveness. These behaviours may involve value judgements and often contain emotional overtones and are usually about people, rather than issues. Examples are *"your third point is rubbish", "don't blame me, it's not my fault..."*

Gratuitous self-praise is a behaviour which one party uses against another to make value judgements about themselves. In contrast the to the previous category, this is usually about issues, rather than people. Examples are *"that was a good offer for you...", "you could incorporate that easily into your plans..."*

Retracting is a behaviour with which one party exposes or admits error or guilt to the other party. Examples are *"sorry, we made a mistake with that...", "unfortunately, we got that wrong..."*

- **Clarifying Behaviours**

  These are behaviours which are used by the parties to test their understanding of the statements made and issues discussed by them. These may infer or confer power, as previously stated.

Confirming/agreeing is a behaviour which confirms understanding of or gives substance to an earlier contribution. Examples are *"[are you saying that...]... that's correct", "[there has been little marketing on this brand because of its newness...]... yes, that's the point"*

A ***Clarity test*** is a behaviour which seeks to establish whether or not an earlier contribution has been understood in a manner which does not seek to cast doubt on that contribution. Examples are *"can I just check we're talking about the same thing here?", "can I take it we agree on this issue?"* A behaviour which seeks to establish whether or not an earlier contribution has been understood in a manner which casts doubt on that contribution by seeking to clarify discrepancies is an ***Incredulous test***, eg., *"are you sure we're talking about the same thing here?", "do we really agree on this issue?"* Another form of testing is a ***Rational test*** – this is a behaviour which seeks to establish whether or not an earlier contribution has been understood in a way which casts doubt on that contribution but in a non-emotive manner. Examples are *"how do you reconcile that with your earlier statement...", "can you explain how that equates with..."*

Summarising is a behaviour which summarises, or otherwise restates in a compact form, the content of previous discussions or events. An example is *"we have agreed (a) to take legal action, (b) to take it before May and (c) to issue a holding writ..."*

Following consideration of the behaviours identified although viable categories, ***Counter Proposals*** and ***Bringing In*** were deleted from the coding mechanism because, since the research design is to incorporate sequential data analysis, the information that would be captured by these categories would not be lost by omission. For example, counter proposals would be captured by the coding of a proposal immediately followed by another from the other party. Similarly, seek reactions followed by utterance from another individual who had not spoken for some time would capture bringing in.

Given the extensive development and pre-testing as reported, internal validity of the mechanism is considered to be high. Discussion of external validity follows in chapter 6.

5.4.2 Interviews

Lindlof and Grodin (1990) highlight that interviews can overcome some of the difficulties associated with observation by providing context to what may be difficult phenomena to capture. In the current research, such difficulties pertain to access to the full relational development cycle, including all episodes between the partners, because of resource constraints. Lindlof (1995) also states interviews are highly complementary to observation research and cautions researchers against the substitution of one for the other.

Face-to-face interviews with key informants were, therefore, identified as the best means to gain an overall understanding of the stage of relational development the participants were at and their general approach to relational evolution. Five important issues contributed to the use of this mechanism –

(i) it was felt unlikely that response would be forthcoming if a questionnaire mechanism alone was used to elicit information from key informants who would, potentially, be senior managers (and, therefore, busy people);

(ii) similar information was to be provided to both partners in a dyad and the same or very similar questions would need to be asked of each in order to foster a climate of equity in their participation in the research. A physical data collection instrument was, therefore, required to reinforce the message of equity;

(iii) it was felt participants would be unable to explicate their exact position on a model about which they potentially had very limited understanding. For this reason, a number of questions with illustrations of models and standard explanations would need to be devised for a structured interview process;

(iv) models would be explained and, in the process of explanation, a collaborative climate would be built between the researcher and the individual, thus enabling research to proceed to observation of an appropriate negotiation;

(v) communication between the researcher and key informants would provide access to distinctive terminology that may occur during the negotiation process and could thus be used to assist with potential transcription difficulties.

Lindlof (1995) highlights other considerations as being verifying, validating or commenting on other sources of data; testing hypotheses; and, achieving efficiency in data collection.

The structured interview differs from an administered questionnaire interview since it enables respondents to articulate their interests and experiences freely (Lindlof, 1995). The instrument devised would, therefore, need to enable the capture of information so elicited in the design of a physical document. Nonetheless, the physical form would also enable the researcher to capture attitudes which could be compared to the other partner in the dyad and, therefore, the instrument becomes a hybrid between an interview and an administered questionnaire. Gummesson (2000) identifies two forms of interview: one where the process is recorded either by tape or video and analysed in depth and one where summary notes are taken. The second approach was adopted and, indeed, was preferential to Gummesson since it enhances accessibility of data. The intention of the instrument for the current research was that it would provide a means to assist in interpretation of relational development of the partners and dyad within which the negotiation process was to be observed.

Design of the instrument was based on the empirical study of Millman and Wilson (1994). These authors had developed and made use of a number of semantic differential scale response questions which were incorporated into the structured interview instrument. These questions asked for general responses pertaining to attitude towards business relationships. Additional questions were incorporated asking for specific responses pertaining to the forthcoming negotiation, including views of the strategic importance of the partner organisation; the nature of the forthcoming negotiation, eg., reasons/premise for the meeting, existing/expected/ anticipated relational tone; nature of issues to be discussed; and, objectives for the meeting as well as, ultimately, for the relationship. A copy of the interview instrument designed is provided in Appendix 2.

5.4.3 Questionnaires

In order to gain further insight into the negotiation process, questionnaires were devised for all participants. The premise of these was to determine any changes in attitudes and perceptions of participants following the negotiation and to understand the participants' views of its relative success. This information could then provide indicators to relational tone and potentially important aspects of the negotiation itself. In order to achieve this, it was recognised that a benchmark was needed. It was determined, therefore, that it would be necessary to devise a mechanism for both immediately before and immediately following the negotiation. Weingart et al (1996) used a pre-negotiation questionnaire as a means to ensure participants in their research of simulated negotiations had understood the scenario about which they were instructed to negotiate. A post-negotiation questionnaire was used by Weingart et al (1993) in conjunction with content analysis of the negotiation process to add insights into negotiator behaviour, in particular the priorities assigned by the parties to negotiable options albeit, again, for a simulated situation.

An important consideration for the design of these instruments was the parties' ability to accurately report their perceptions of phenomena eg., characteristics and behaviour. Perception is a complex pyschological phenomenon relating to the cognitive and decision processes of individuals (Foxall, 1990; Pruitt and Carnevale, 1993). Social, organisational and cultural influences on individuals (Pruitt and Carnevale, 1993) are further complicated in negotiation situations when the individuals also become the stimuli for others (Lewicki et al, 1997). This is exacerbated when individuals hold previous experience of negotiation situations (Lewicki et al, 1997). Indeed, one of the reasons questionnaires were felt to be relevant to this research was that it is believed by the researcher it could offer insights into aspects of certain behaviours not well understood or easily discernible from categorised verbal responses. Examples are the concepts of power, trust and risk, referred to in Chapter 3.

Perceptions are often pre-determined and may lead to only partly correct or sometimes completely incorrect assessment of the situation. One explanation given for this is that negotiators have limited attention, memory capacity for storage and retrieval as well as processing of information ie., they are economic with their mental processes or 'cognitive misers' (Fiske and Taylor, 1991). In the context of negotiation, Lewicki et al (1997) describe five typical perceptual errors –

(i) stereotyping – making evaluative judgments based on an individual's group membership;
(ii) halo effect – similar to stereotyping but more general application of judgments based on an individual's behaviour;

(iii) selective perception – the separation of certain information in support of a judgment, failing to subsequently pick up on other contrary information;

(iv) projection – where the individual ascribes personal behaviour to another individual. Lewicki et al (1997) state this is a common trait in negotiators where individuals claim the other party is not being co-operative when in fact the problem lies with themselves;

(v) perceptual defence – a mechanism whereby individuals screen out their 'bad' characteristics.

Pruitt and Carnevale (1993) suggest tactical ploys to improve memory are used in negotiation situations: heuristics, where mental short cuts are devised, and schemas. The latter has been the subject of recent research by several authors. Schemas are 'maps' describing an individual's previous observations on different phenomena. They tend to be self-perpetuating in that they guide what will be retained in memory, presumably because it is familiar and, therefore, requires less effort, which is reinforced on subsequent experiences. The use of schemas is also attributed to the differences in perception of the negotiation process and possibly even outcome (Pruitt and Carnevale, 1993; Iacobucci, 1996). Perception, or rather misperception is, however, an important factor in negotiation situations and much of the literature reviewed in Chapter 2 discusses how information used to promote the concepts of trust, risk and power can be manipulated during the negotiation process to achieve a more desirable outcome.

A preliminary qualitative investigation was undertaken to develop and assess the validity of questions that could be administered in the main research study. This investigation sought to identify inter-personal and content related characteristics and behaviours that negotiators consider important for successful negotiations. Identification of inter-personal characteristics was based on an instrument that has received attention by Karrass (1968) and Raiffa (1982) and which was considered to remain relevant in a modern business context. Content related issues were identified through independently analysed open-end responses to questions. A detailed review of the preliminary investigation is reported at Appendix 3. This study provided validated items for inclusion in the main questionnaires.

A further consideration for the design of these instruments was their potential to introduce bias into the sample through influence of the participants' behaviour and, therefore, the atmosphere of negotiation. This issue would have been problematic if these mechanisms were the primary data collection method but cross-validation is possible through analysis of both the content of negotiations and from key informant interviews (Mathews and Diamantopoulos, 1995). Nonetheless, for this reason it was decided not to use exactly the same questionnaire instrument at the pre-negotiation stage as for the post-negotiation stage, rather to adopt a cut down version of the post-negotiation questionnaire for pre-completion. It was also imperative, given the logistics of the research study with completion of questionnaires just prior to commencement of the negotiation, that participants would be able to respond quickly and efficiently with sufficient time to refocus their attention on the task ahead. Post-negotiation questionnaires would need to be completed in more detail but would still need to ensure negotiators did not lose focus on the agreement they had reached!

Scales

Likert scales can identify magnitude of differences in the variables eg., strength of agreement or disagreement (Sekaran, 2000). Although one of the most popular methods of measuring attitudes because of its simplicity (Albaum, 1997; Downey and King, 1998), problems have been aired with scaling techniques due eg., to the potential difficulties for some respondents to move from central to extreme points of the scale (Hart, 1997). Malhotra (1999) suggests problems can be overcome through careful design and lists a number of decisions that need to be made –

- number of scale categories to be used – the more categories the greater the discrimination required by respondent;

- balance or unbalanced scale – ie., number of favourable or unfavourable categories are either equal or unequal, depending on objectives;
- odd or even number of categories – with an odd number the mid point is usually a neutral point;
- forced or unforced choice – since a mid point can skew results, respondents may be forced into a decision;
- nature and degree of verbal description – for each category or item point, the words used to describe the point may influence the respondent's choice;
- physical form of scale – pertains to presentation of the scale.

In the current research two rating scales were adopted for questionnaires, both pre-negotiation and post-negotiation. A six anchor point scale was used with the questions developed from the preliminary study and, in line with the above, was adopted because research participants were felt to be expert in the answering the research questions. They would, therefore, be able to express an opinion either positively or negatively. For this reason, an even number of categories with balanced points (three positive, three negative) and no neutral category was deemed appropriate. The second scale used (in the post-negotiation questionnaire) was based on a previous study and, therefore, made use of the same scaling technique in order to aid comparison of results. This was a balanced five anchor point scale with a mid neutral point.

Pre-Negotiation Questionnaire

This included a total of 21 questions in three sections. Following space provided for details of the participant and the timing/location of the negotiation, the first section asked participants to briefly describe (30 words) the forthcoming meeting. This was in order to provide a means to further verify the information given at interview by the key informant. Section A then asked participants to rate their agreement with a series of statements relating to their preparation and planning; views of individuals from the other party they would be meeting; and, their expected performance during the meeting. Section B asked for ratings of the importance of different variables on the outcome of the negotiation eg., meeting the other party's terms and conditions; enhancing their own reputation. Section C asked for respondents to state their relative balance of power and identify key words to describe the individuals they were about to negotiate with.

Post-Negotiation Questionnaire

A rather more substantial questionnaire than the pre-negotiation questionnaire, this included some 70 questions in four sections. Section A asked participants to rate their agreement with an expanded series of statements relating to their preparation and planning; views of individuals from other party they would be meeting; their performance during the meeting; and, its success. Section B asked for ratings of the importance of different variables on the outcome of the negotiation, as in the pre-negotiation questionnaire. Section C asked respondents to rate the importance of various characteristics of the individuals in the other party developed from the Raiffa instrument eg., persistence and determination; decisiveness; etc. Section D asked for respondents to state their relative balance of power as well as identify key words to describe the individuals they negotiated with and any reasons for changes to both.

Appendix 4 provides copies of the questionnaire instruments adopted, following successful piloting with a sample of three senior managers who took no part in the main research. As Buchanan (1997) states, *"individuals who are observed, measured or tested before exposure to an experimental stimulus are thereby sensitized to that stimulus... the research findings could not then safely be generalized to the unsensitized population"* (p 4).

5.5 SAMPLING DESIGN

Review of sampling design requires consideration of two important aspects: sampling error and sampling bias. The former is present in all samples, irrespective of how representative they are of the population and, in quantitative more so than qualitative research, can be controlled through the size of the sample and statistical manipulation of results. The latter is systematic ie., non-random. Maxwell (1996) discusses three forms – researcher, key informant and self-reporting bias. Of these, the former is endemic to all research and has been discussed in section 5.2 above (eg., Miles and Huberman, 1994; Tashakkori and Teddlie, 2000). Key informant bias pertains to the representativeness of their views which is controlled by systematic sampling. Self-reporting bias may depend on the sensitivity of the questions being asked, ignorance, confusion or inadequate thought (refer eg., Mathews and Diamantopoulos, 1995). Miles and Huberman (1994) report on two main forms of researcher bias – that stemming from researcher effects on the site and that stemming from the effects of the site on the researcher.

Bias can be guarded against by triangulation against data sources eg., different people, times, places, etc; method eg., observation, interview; use of a number of different researchers, theory and data type eg., qualitative, quantitative (Denzin, 1978; Miles and Huberman, 1994). Furthermore, findings can be weighted against different approaches used in the research study ie., where one approach is felt to provide stronger evidence than another and can be weighed against the findings of previous studies to enable generalisation and provide external validity (Miles and Huberman, 1994; Maxwell, 1996; Tashakkori and Teddlie, 2000).

In the current research, a number of different approaches have been taken to data collection, providing adequate triangulation – different people have been used in the same organisations, the method and data types are varied. The research is strongly weighted on one data source ie., observation, but this is particularly strong evidence given the nature of the investigation. Researcher bias has been minimised by implementation of reasonable measures as suggested by Miles and Huberman (1994) throughout the data collection stages: be open as to research intentions with informants; spread out site visits; triangulate with different data collection methods; keep research questions firmly in mind. Review of the approach to sampling design follows.

In order to make judgments about the mechanisms developed to observe and analyse negotiations, it was necessary to identify a number of negotiations at differing stages of relational development ie., representing a number of cases.

Actors involved in the negotiations will differ depending on the objectives of the parties for face-to-face meetings and their own individual preferences. Furthermore, the literature indicates the more integrated the parties are the higher within the organisation the relationship is recognised. For example, discussion of relational issues of an operational nature may require the presence of technical experts whereas discussion of integrative issues may require the presence of only senior board members who are key decision-makers. It is expected, then, that the key informants' position within the case will reflect a different level and role depending of the stage of relational development. Key informants may, therefore, range from the role of director to business development manager to account and purchasing manager.

Thus, there are three aspects to the sample identified for the research. The primary sample comprises the negotiations for observation. To triangulate these, key informants have been interviewed and participants in negotiations have completed questionnaires before and following the negotiation.

In order to achieve this, a purposeful sampling design was used (Patton, 1990). Maxwell (1996) argues this as acceptable when conducting qualitative research into particular settings, events and persons who are required to provide relevant information. This is in contrast to convenience sampling, when cost and convenience are considerations. Maxwell highlights four possible objectives with purposeful sampling –

(i) to capture homogeneity;
(ii) to capture heterogeneity;
(iii) to examine critical cases;
(iv) to enable controlled comparison.

In the current research, the goals are to test the observation mechanism and explore heterogeneity in negotiations of differing stages of relational development and, therefore, capture extremes of phenomena ie., the maximum range of variation (Guba and Lincoln, 1990). Used in this way, the approach is a form of qualitative stratified sampling.

Access to the sample for the research proved a key issue. Negotiations between buyers and sellers at all levels are notoriously sensitive to many participants because it tests personal competences (and, potentially, exposes personal incompetences!). Much emphasis is put on inter-personal skills by organisations, as reported in Chapters 2 and 3. For this reason, it was necessary to ensure participants in all aspects of the study understood the nature of the research and were comfortable with the data collection methods to be used. This required key informants in both buying and selling organisations ie., both partners in the dyad, to co-ordinate the researcher's access to the participants and the negotiation. This, of course, required the researcher to establish a good working relationship with key informants prior to data collection. Since none of the participants were known to the researcher outside of the research, a 'snowballing' sample was set up. Snowballing is defined by Tashakkori and Teddlie (2000) as a technique for selecting *"individuals on the basis of information obtained from other selected sample members or from other individuals [wherein each individual]... has the potential to provide information regarding more than one other suitable case, the sample mushrooms as the study continues"* (p 76).

An important aspect to gaining access to key individuals was the credibility of the researcher and, thus, the assistance of external individuals with access to others was sought. These included members of the Huthwaite organisation with whom the researcher had an established relationship and local Business Link services (Peterborough, Cambridge and Leicester). The former yielded one organisation that subsequently participated in the research. The latter yielded a number of direct contacts none of which ultimately participated but these did result in further leads from which successful contacts were generated. Other participants were generated from networking activity at eg., practitioner conferences such as the Sales Research Trust's International Symposium, Southampton.

Telephone contact was made with potential participants who may also be key informants eg., executive directors, and letters of introduction were sent to a small number of organisations in support of the researcher and the research study. Letters were usually sent after the organisation had already agreed to a preliminary meeting and were, ostensibly, a means of confirming affiliation with academe and thereby building further credibility. Preliminary meetings were set up and used to introduce the research study and, as important, to begin building a relationship between potential participants and the researcher.

Part of the snowballing process involved identifying with the organisation another party, supplier or customer, for the research. This involved exploration of their business, identification of suitable relationships and then identification of an appropriate face-to-face meeting or negotiation so that direct contact could also be established. This required a number of meetings, telephone conversations and email contacts to be set up. Once identified, the researcher then made contact with the other party to ensure both were provided with the same information and given equal opportunity to participate in the research. In some instances, this contact had been precipitated by the initial contact to establish support for the research. In all instances, confidentiality of the information provided by both sides was assured – neither were to be given access to comments made by the other party although all would receive a copy of the general overview from data collected.

Ultimately, the sample comprised 12 dyads. Industry type was not controlled for since the relational development phenomena of interest has been reported to exist in many industries with similar processes. Furthermore, it would prove highly limiting to generalisability of the research findings to identify a number of relationships between organisations of similar types, even to a single organisation. This is because genuine partnerships are usually limited to a single, say, supplier which, therefore, obviates the necessity to engage in negotiations with other suppliers of similar products or services. Thus, identification of and access to a negotiation in the relevant stages of relational evolution were deemed the dominant criteria.

Table 5.8 provides an overview of the participants. For reasons of confidentiality, the organisations are reported by a brief description of their primary business, incorporating head office location. The organisations with whom initial contact was made are distinguished by a yellow background colour.

A relationship was developed to an advanced stage with a further nine organisations during the course of the sampling process but these, ultimately, did not participate or were ruled out of the research. Reasons for this were the inability to identify suitable negotiations (four); the inability to persuade their counterpart to participate (two); and, their unhappiness (either key informant or participant) with the research processes, particularly access to and tape recording of their negotiations with major customers and suppliers (three).

Table 5.8 Overview of Sample

No	Buying Organisation	Selling Organisation
1	A major UK-based structural engineering contractor	A major UK-based sales training organisation
2 (1)	A major UK-based engineering and aerospace procurement organisation	A major UK-based electronic components supplier
3 (1)	A major UK-based dairy foods manufacturer	A major UK-based electronic components supplier
4	A major UK-based personnel software manufacturer	A medium size locally based UK hardware supplier
5	A major UK-based personnel software manufacturer	A major UK-based hardware supplier
6	A major UK-based contract recruitment consultancy	A major UK-based travel organisation
7 (2)	A major UK-based engineering and aerospace procurement organisation	A major UK-based electronic components supplier*
8 (2)	A major UK-based dairy foods manufacturer	A major UK-based electronic components supplier*
9	A major Dutch airline	A major UK-based oil company
10	A major UK-based contract recruitment consultancy	A major UK-based travel organisation
11	A medium sized local UK-based contract recruitment consultancy	A major UK-based travel organisation
12	A major UK-based catalogue publisher	A major UK-based mail delivery organisation

Note
* negotiation is a further episode in the same relationship (respectively, nos 2 & 3)

Given the sensitivity of the research and processes, the sampling recruitment procedure adopted was considered to be highly successful.

The following sections review the sampling process and procedures undertaken for each of the three elements of the data collection stages of observation, interviews and questionnaires. Table 5.9 provides a summary of the completed data sets collected from the sampling process.

Table 5.9 Summary of Data Collected

No	Hours of Negotiation Recorded	Buyer / Seller	Interview (key informant)	Questionnaire (sets of pre- and post-)
1	1 hr 55 mins	Buyer	1	1
		Seller	1	1
2	1 hr	Buyer	1	1
		Seller	1	1
3	3 hrs 55 mins	Buyer	1	1
		Seller	1	4
4	1 hr	Buyer	1	1
		Seller	1	1
5	25 mins	Buyer	1	1
		Seller	1	1
6	3 hrs 25 mins	Buyer	1	1
		Seller	1	2
7	1 hr 20 mins	Buyer	1	1
		Seller	1	1
8	3 hrs 35 mins	Buyer	1	1
		Seller	1	2
9	4 hrs 40 mins	Buyer	1	1
		Seller	1	2
10	1 hr 35 mins	Buyer	1	1
		Seller	1	2
11	1 hr 35 mins	Buyer	1	1
		Seller	1	2
12	50 mins	Buyer	1	1
		Seller	1	2
TOTAL	25 hrs 25 mins		24	33

5.5.1 Observation

Settings for negotiation events were all entirely naturalistic and determined by the parties in the regular course of their business interactions. The researcher merely contrived to arrive at the pre-determined location in time to test recording equipment and ensure data collection instruments ie., pre- and post-negotiation questionnaires, were completed in private by participants in each partner of the dyad. In fact, the arrangements were minimal for accommodation of the researcher.

Logistically, it was agreed by all participants ahead of the negotiation (facilitated by the key informant) that the researcher would be seated at the main negotiating table to ensure the micro-tape recorder used would be able to pick up all participants and change tapes at appropriate times but would not participate in any negotiation. Negotiations were recorded from beginning to end, ie., from the moment the parties started their negotiations to the point when they left the table having reached a satisfactory conclusion. Table 5.10 provides a summary of the locations for each observation.

Table 5.10 Observation Settings

No	Location
1	Buyer's home
2	Meeting room at buyer's head office
3	Board room at seller's local regional office (local to buyer)
4	Meeting room at buyer's head office
5	Meeting room at buyer's head office
6	Meeting room at buyer's head office
7	Meeting room at buyer's head office
8	Board room at seller's local regional office (local to buyer)
9	Meeting room at hotel near UK airport
10	Meeting room at buyer's head office
11	Meeting room at buyer's head office
12	Meeting room at hotel near buyer's head office

5.5.2 Interviews

Interviews were conducted with a senior manager in each of the dyadic partner organisations. As stated above, the role of the key informant varied depending on the stage of relational development and the level of its recognition within the organisation. In all instances, the managers interviewed were ultimately involved in the negotiation. Interview data were recorded by hand on contact data sheets at the time of the interview and further annotated shortly after the interview (within a couple of hours) to ensure all data was accurate and full. Detailed information about each interviewee was collected as well as their responses to questions. Table 5.11 provides a summary of the role of the key informant participants within their organisation.

Interviews were conducted prior to negotiation observations with these key informants. The timing of interviews varied from more than a week to a couple of hours, depending on the availability of participants. In some cases, interviews were conducted over the telephone following faxed documentation.

Table 5.11 Interview Participants

No	Buyer / Seller	Role of Participant
1	Buyer	Customer services director
	Seller	Consultant
2	Buyer	Strategic contracts negotiator
	Seller	National account manager
3	Buyer	Engineering supplies controller
	Seller	National account manager
4	Buyer	Technical procurement assistant
	Seller	General/sales manager
5	Buyer	Technical procurement assistant
	Seller	Account manager
6	Buyer	Senior buyer
	Seller	Branch manager
7	Buyer	Strategic contracts negotiator
	Seller	National account manager
8	Buyer	Engineering supplies controller
	Seller	National account manager
9	Buyer	Fuel director
	Seller	Sales and marketing director
10	Buyer	Senior buyer
	Seller	Branch manager
11	Buyer	Senior buyer
	Seller	Director
12	Buyer	Consultant
	Seller	Key account manager

Preliminary meetings at which interviews had been set up were conducted anything up to several months prior to participation in the research, the longest taking more than eight months to set up (see section 5.6 below). In fact, full discussion at preliminary meetings, which in some instances had been conducted with individuals other than those who ultimately participated in the research, enabled interviews to be conducted quickly and efficiently.

5.5.3 Questionnaires

Questionnaires were completed, respectively, by all participants prior to commencement and within an hour following completion of the negotiation.

Table 5.12 provides a summary of the roles of all participants in the negotiation – these individuals also completed questionnaires before and after the face-to-face discussion.

Table 5.12 Questionnaire Respondents

No	Buyer / Seller	Role of Respondent
1	Buyer	Customer services director
	Seller	Consultant
2	Buyer	Strategic contracts negotiator
	Seller	National account manager
3	Buyer	Engineering supplies controller
	Seller	National account manager Internet account manager Integrated supply project manager Trade counter manager
4	Buyer	Technical procurement assistant
	Seller	General/sales manager
5	Buyer	Technical procurement assistant
	Seller	Account manager
6	Buyer	Senior buyer
	Seller	Branch manager General manager
7	Buyer	Strategic contracts negotiator
	Seller	National account manager
8	Buyer	Engineering supplies controller
	Seller	National account manager Enterprise business unit manager
9	Buyer	Fuel director
	Seller	Sales and marketing director Key account manager
10	Buyer	Senior buyer
	Seller	Branch manager Area manager
11	Buyer	Senior buyer
	Seller	Director Consultant
12	Buyer	Consultant
	Seller	Key account manager Operations liaison manager

5.6 Time Horizon

The research used a cross-sectional approach wherein data was collected in order to examine the research propositions (Sekaran, 2000). As intimated in the above sections, generating the sample was a lengthy process and involved several months from initial contact to completion of data collection. Added to this was the timings for all stages of the research from literature review, preliminary study, instrument development, transcription of tape recordings of negotiation observations, application of coding mechanisms to data and analysis. Figure 5.4 provides an illustrative overview of the time horizon for the research study.

Figure 5.6 Time Horizon for Research Study

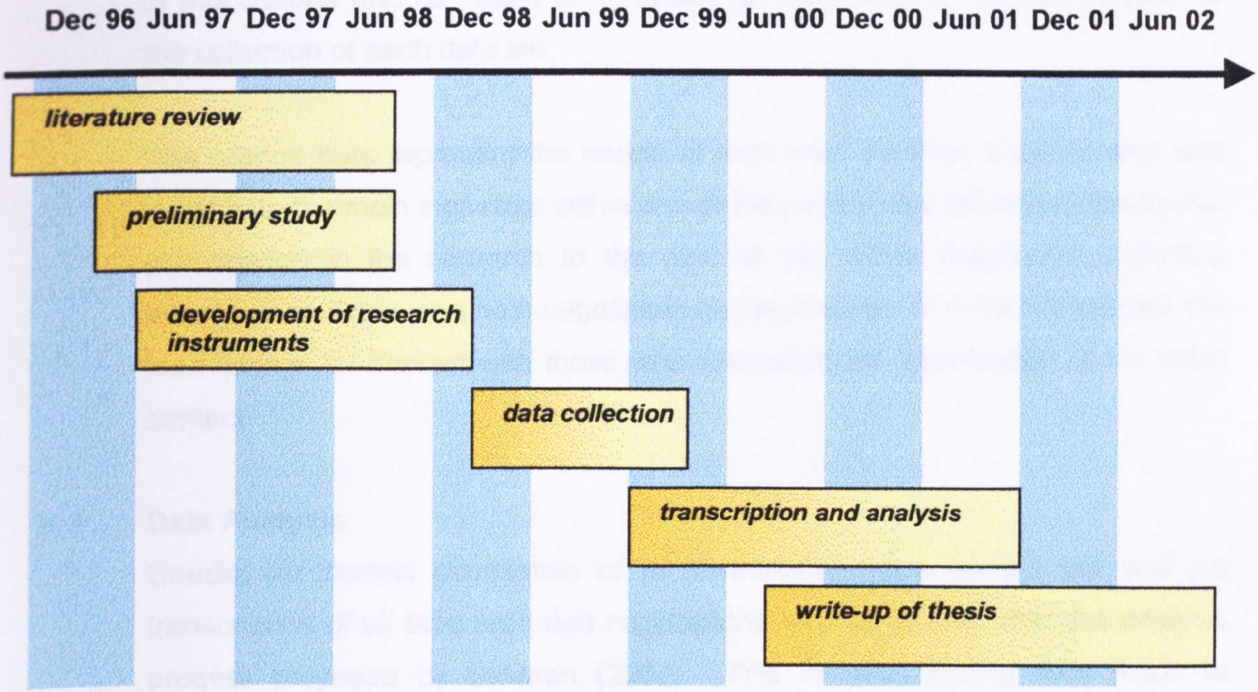
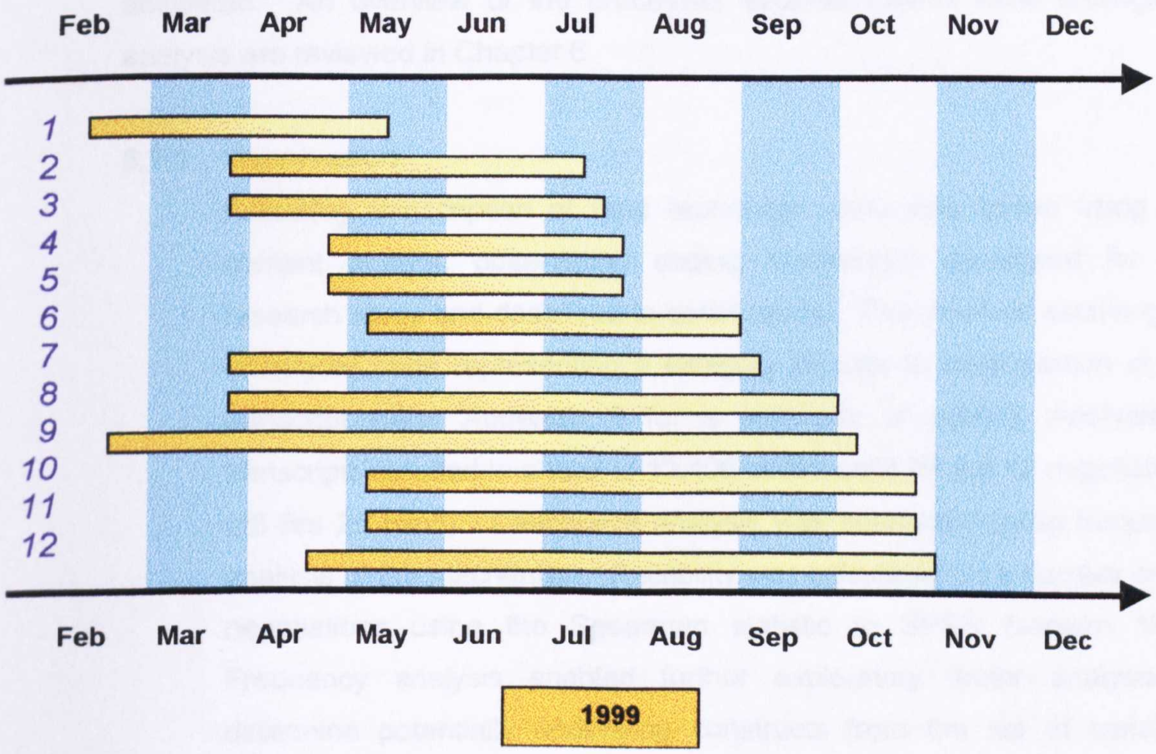


Figure 5.5 Time Horizon for Data Collection



The data collection stage has been described in some detail in previous sections of this chapter and so Figure 5.5 provides an illustration of the time horizon for the collection of each data set.

The orange bars represent the period of time from the date initial contact was made with the main individual within one of the parties who influenced the dyadic participation in the research to the date of the actual negotiation, including interviews and pre- and post-negotiation questionnaires. It does not indicate the lead timings for contact with those who influenced the participation of the initial contact.

5.7 Data Analysis

Checks for correct completion of all instruments were carried out and full transcription of all tape recorded negotiations was conducted after the analysis process proposed by Sekaran (2000). This includes getting data ready to analyse; getting a feel for the data using descriptive statistics; assessing goodness of fit; using further statistical techniques as appropriate; interpreting results; discussion; determining whether research questions have been answered. An overview of the processes adopted follows while findings of analysis are reviewed in Chapter 6.

5.7.1 Observation

Following transcription of tape recordings, data was coded using the content analytic observation coding mechanism developed for the research study and described in detail above. This involved ascribing an identifying code representing a category of data to each portion of the transcript (refer Appendix 5 for a summary of codes). Analysis of transcripts resulted in a total of 13,406 coded units for the 12 negotiations (25 hrs 25 mins). Descriptive analysis was conducted using frequency analysis of the mechanism. Reliability was calculated for a number of the negotiations using the Spearman statistic in SPSS (version 10.0). Frequency analysis enabled further exploratory factor analysis to determine potentially underlying constructs from the set of variables (Tashakkori and Teddlie, 2000; Chisnall, 2001).

Malhotra (1999) describes factor analysis as a means of identifying a unique factor with a number of common factors for each variable to explain the variation in the phenomena observed. Factor analysis is deemed an appropriate method if correlation between the variables is confirmed (via correlation matrices). Statistical tests include Bartlett's test of sphericity, where the null hypothesis is that the variables are uncorrelated – thus, if the correlation matrix show an off-diagonal statistic to be small, then factor analysis may be deemed an inappropriate measure (the diagonal statistic is 1). Similarly, the Kaiser-Meyer-Olkin (KMO) statistic tests the adequacy of the sample by looking at the extent of the observed to the partial correlation coefficients. Again, if the statistic is small, then it is indicated that correlation cannot be explained by other variables and, therefore, factor analysis is deemed inappropriate. In the event, the data entered into these tests (including observation, interview and pre- and post-negotiation questionnaires) was found to have low statistical values for both tests and, therefore, factor analysis was deemed an inappropriate measure for further analysis.

Coding reliability was tested using one further judge to check-code the data in addition to the researcher. This was a mature and knowledgeable business person with experience of management and negotiation (formerly a finance director in a medium-sized company) but who had no previous experience of data coding in an academic research context. Following introduction and explanation of the task, training comprised one and a half days' (approximately ten hours) application of the mechanism to one of the simulated negotiation transcripts that had been used in the development stages. The researcher was present throughout to answer questions. The judge then worked on application of the mechanism to approximately five hours of recorded negotiations, representing approximately the first hour of each of five negotiations[2].

The Spearman statistic showed a high level of agreement with the researcher in the coding of behaviours, calculated at over .8. Similarly,

[2] Due to resource constraints, it was not possible to recruit the judge to code the full set of data collected but since reliability was considered to be high this is not seen as a particular problem.

intra-judge reliability using the Spearman statistic indicated over .9. Check coding represented, therefore, some 13.5% of the total observation data collected (by unit). Table 5.13 provides a summary of the checks undertaken and the correlations calculated.

Table 5.13 Coding Mechanism Check List – Main Research

Coding Mechanism Check List	
Data • amount (units) • type	 1,801 naturalistic
Judges • number • training (hours)	 2 10 hours approx
Reliability (avg/categories) • intra-judge • inter-judge • measure used	 .952 .806 Spearman (SPSS v10)

Further analysis of the observation data involved the comparison across negotiations which had been reported to be in similar stages of relational development derived from interview and questionnaire data. This includes grouping the observations based on responses to a number of the questions in order to ascertain potential differences in behaviour between the groupings. In order to conduct this analysis and to enable further sequential analysis, the sequence of codes that had been ascribed to categories ie., reduced data, were entered into a proprietary sequential analysis package called Sequan.

Sequan

The Sequan package was originally designed to analyse verbal data and was developed for a DOS platform in 1989 by Newsam for Huthwaite Research Group. The package enables both summary statistics (frequency, mean and standard deviation) to be drawn from coded data and the sequential analysis of verbal interactions between participants in small group situations, such as those observed for the current research. It remains one of few software packages for analysing patterns and sequences in verbal coded data (see eg., Silver and Bittner, 1998) although statistical support is noted as limited to frequency analysis of contingency tables by and within speakers (Huthwaite, 1998).

In order to set up the software, information regarding the observations and coding was first entered. There follows a description of the process of setting the software to analyse the negotiations observed and the terminology the package uses.

A *Project* was first identified with the title NEGSPHD. *Calls* are used to identify each negotiation within the *Project*, for example each of the twelve negotiations were identified by the names 'NEG1' through to 'NEG12'. In order to control output using different criteria (such as Early, Mid and Partner) *Result Code* is used. *Result Code* for each negotiation was identified by using information collected and coded from the Interviews and the Post-Negotiation Questionnaire instruments (refer Appendix 6 which shows the *Result Code* entered into Sequan for each of the 12 negotiations and see also Section 5.7.4 below for description of categorisation of relationships). The *Result Code* is used to manipulate *Calls* into *Sets*. Grouping data into *Sets* enables analysis of multiple negotiations by, eg., relational development stage.

The 13,406 data unit codes were entered into Sequan for the 12 negotiations. This represented the verbal behaviours of 34 negotiators involved (in two of the negotiations the observer was also coded since negotiators directed some questions at the observer which were not removed since it was felt this may result in interruption of sequential analysis).

Sequential analysis involved the production of contingency tables (lag one). Since Sequan produced merely frequency counts of transitions between behaviours for speakers. Data was subsequently exported to an Excel spreadsheet for further processing including the calculation of probabilities and conditional probabilities[3]. The calculation of probability of event-based behaviour is supported by Moran et al (1992). These authors argued the acceptability of calculating expected probabilities based on the overall number of behaviours observed. Since the categorisation of data by, primarily, stage of relational development was to be used as the premise for analysis of data to explore differences and similarities, non-parametric tests for goodness of fit were also conducted (Malhotra, 1999). Chi-square analyses were thus conducted on all groupings (using SPSS, version 10.0) to test for significance of the groups. This type of analysis was used by Weingart et al (1996) to test for significant differences between integrative and distributive tactics (behaviours) in negotiations.

5.7.2 Interviews

Simple descriptive and summary statistics of interview data was conducted using SPSS (version 10.0). In order to conduct analysis, open-ended responses were first categorised and coded.

More rigorous statistical analysis with the small sample size was deemed inappropriate. This is not seen to be a problem, however, since of primary interest from the interview data was an understanding of the attitudes of the dyadic partners to relational development and, in particular, the stage of relational development the parties were at with each other.

In addition, interview data provides a means to triangulate responses to pre- and post-negotiation questionnaires and observation data.

5.7.3 Questionnaires

After checks made to ensure all questionnaires were completed, data were entered into SPSS (version 10.0) for analysis.

[3] Extensive search for additional computer-aided support for sequential analysis in line with the literature reviewed in chapter 3 proved fruitless, given the data reduction method ie., content analysis, adopted for the research.

Of the questionnaires completed, only one set of pre- and post-negotiation questionnaires was removed from data analysis because they were substantially incomplete. The questionnaire set related to the second seller in negotiation 12 and, since this participant had in fact contributed very little to the actual negotiation, removal of the questionnaire was not seen to be a major drawback to the overall inclusion of the data set. Furthermore, both the primary seller and buyer in that negotiation had both completed questionnaires fully.

As described above, questionnaires were analysed using simple descriptive and summary statistics.

5.7.4 Relational Categorisation of Data

Interview and post-negotiation questionnaire data enabled identification of the dyads' stages of relational development. These were subsequently grouped together for further analyses into Early-KAM, Mid-KAM and Partnership-KAM. Responses to a number of the interview questions as well as a number of post-negotiation questions were used for the purpose of categorising the relationships (see Appendix 6). These responses were chosen because the questions represented were the most pertinent to the actual negotiation observation data. They include –

- consideration of the parties' view of the strategic importance of each other;
- the parties' observed current and intended future positions in the relational development cycle;
- the buying decision process;
- the parties' satisfaction with their effectiveness in the negotiation itself;
- the parties' perceived levels of trust and common ground; and,
- the parties' views of the success of the negotiation.

One relationship (number 6) appeared anomalous and was noted to have a cumulative mismatch between the partners' scoring of the variables. This resulted in one of the partners (buyer organisation) being identified in the Early relational development stage and the other (seller organisation) in Mid, however, literature review indicates this as a typical relational development phenomenon. For this dyad, therefore, questionnaire and individual observation data (extracted using Sequan) was included in the analysis for the respective groupings identified by each partner and the dyadic observation data was grouped on the basis of the average score for the partners ie., Early stage relationship.

No Synergistic-KAM relationships were identified at the preliminary meetings with participants and, since literature review highlighted the sparcity of this type of relationship, further recruitment of participants was not undertaken. Similarly, although a number of the interviews had identified relationships as being in the Pre-KAM stage, responses to key post-negotiation questions revealed that the negotiation had an important impact on the relationships such that cumulative scores for questions resulted in similar scores for both Pre- and Early-KAM stages. Both were, therefore, categorised at Early stage relationships. Thus, three categories of relationship were identified from the sample: Early, Mid and Partner.

Table 5.14 provides a summary of the dyads' stage of relationship identified from this analysis while table 5.15 summarises the data entered into subsequent analyses.

Table 5.14 Relational Development Stage of Dyads

No	Dyadic Relationship Stage	No	Dyadic Relationship Stage
1	EARLY	7	MID
2	MID	8	EARLY
3	EARLY	9	PARTNER
4	EARLY	10	EARLY
5	EARLY	11	EARLY
6	MID	12	PARTNER

Table 5.15 Summary of Data Entered for Analyses by Relational Stage

	EARLY	MID	PARTNER	TOTAL
Interview Data	n = 13	n = 7	n = 4	24
Questionnaire Data	n = 20	n = 7	n = 5	32
Observation Data hrs and mins	7 negs 14 hrs	3 negs 5 hrs 45	2 negs 5 hrs 40	12 negs 25 hrs 25

Further Categorisation

For further analyses, responses to questions of interest (refer Chapter 6, section 6.6) were reviewed and the negotiations which had been rated either high or low by participants for specific questions were grouped together to produce new categories of observation data. The specific questions were outcome success (post-negotiation questions 1.1 and 1.2), commitment of the parties (post-negotiation questions 1.3 and 1.4), effectiveness of the parties (post-negotiation questions 1.5 and 1.6), risk taking (post-negotiation questions 1.17 and 1.18), flexibility of the negotiators (post-negotiation questions 1.15 and 1.16), their exploration and inclusion of tradable options (post-negotiation question 1.11) and balance of power (post-negotiation question 4.1). Table 5.16 summarises the negotiations included in these analyses.

Table 5.16 Negotiation Groupings for Further Analyses

Area of interest	Negotiations included in High Rated Grouping (negotiation identification number)	Negotiations included in Low Rated Grouping (negotiation identification number)
Outcome success	5, 6, 7, 9, 12	1, 2, 3, 4, 8, 10, 11
Commitment of parties	1, 2, 5, 6, 7, 9, 12	3, 4, 8, 10, 11
Effectiveness of parties	2, 9, 12	1, 3, 6, 11
Risk taking of parties	9, 11, 12	1, 2, 3, 4
Flexibility of negotiators	4, 9, 11, 12	3, 8, 10
Exploration and inclusion of tradable options	4, 6, 11, 12	1, 2, 3, 7, 8
Power of parties	balanced between parties 1, 8, 9, 11	imbalanced between parties 3, 5, 6, 12

5.8 CONCLUSION

This chapter has reviewed the methodologies used for the research study. A mixed method approach, incorporating both qualitative and quantitative techniques, has been taken to research design. The research uses a dominant method of observation for which the comprehensive development of a content analytic coding mechanism has been reviewed in detail. The mechanism designed was tested as acceptably reliable in both its development stage and its subsequent application to the current research. The mechanism was designed based on extensive literature review as well as application to negotiations (both simulated and naturalistic) and, as such, is considered to have high internal validity.

Dyads have been identified as the unit of analysis and the purposeful sampling design incorporates observations, interviews with key informants and pre- and post-negotiation questionnaires. Acquisition of the sample was a key issue to research design and, in order to encourage participation, extensive relational development was engaged in by the researcher with the organisations and those influencing them eg., professional bodies. This proved to be highly successful and the research sample ultimately comprised of 12 dyads from which coding of observation data resulted in some 13,406 units. This was subsequently frequency analysed. A proprietary sequential analysis package (Sequan) was identified to enable further descriptive analysis of the observation data.

Interviews and questionnaires, which were developed following a preliminary study, provides additional data for analysis to enable validation of the dominant research method. Descriptive and summary statistics have been identified as appropriate analytical techniques, given the sample size and research objectives. Analysis of interview and questionnaire data enabled categorisation of the dyadic data into the stages of relational development: Early, Mid and Partner. Further groupings were identified for high and low ratings of areas of interest including outcome success; commitment of the parties; effectiveness; risk taking; flexibility of the negotiators; their exploration and inclusion of tradable options in the final agreement; and, balance of power.

This chapter has reported in considerable depth on the development, preliminary testing and application of the research instruments (content analytic observation coding mechanism, interview and questionnaires) to the study. The next chapter discusses key findings of analyses of each of these respective instruments used.

CHAPTER 6

FINDINGS

CHAPTER 6 : FINDINGS

6.1 INTRODUCTION

This chapter reviews the findings of the research analyses described in the previous chapter. Twelve negotiations were observed and data collected from interviews with key informants in the dyadic partners ie., the buying and selling organisations. Interview and questionnaire data was used to categorise the data by stage of relational development ie., Early, Mid, Partner, which forms the basis of subsequent analyses of questionnaire and observation data (refer Section 5.7.4 and Tables 5.14 and 5.15 on pages 192 to 194, and Appendix 6).

Section 6.2 looks at the findings of the preliminary interviews; section 6.3, the pre-negotiation questionnaires; 6.4, the post-negotiation questionnaires; 6.5 compares the pre- and post-negotiation questionnaires while section 6.6 reviews the findings of the negotiation content analysis. Extensive review of the findings follows in section 6.7 and external validity of the research and instruments developed are discussed in section 6.8.

6.2 INTERVIEWS

Table 6.1 presents the findings of mean scores and standard deviations for each variable of the structured interview for all buyer and seller respondents and by relational development stage (see Appendix 2 for a copy of the interview contact data sheet).

The data in the Table shows clearly the differences in the relational stages in the statements the parties make both about each other and their general business relationships. In the Early stage, relationships are more adversarial than collaborative, as observed at the Partner stage (question 1a). Early is more transactional than long-term (question 1c) and less trusting (question 1b). Other relationships forged are generally long lasting in Partner (question 6b) and the parties focus tends to be more on relationships (question 6c). Power is generally perceived to be more with the customer in Early (question 1d). The relationship concentrates on standardised products at low prices (question 2) whereas in Partner the parties are more concerned with cost savings (question 3). It is not surprising the strategic importance of the parties is greater at the Partner stage (question 9) and also that the intended future for the relationship is, in effect, one step beyond where the parties are currently positioned in the relational cycle (question 11b). Other relationships are stated as being more at 'arms length' in Partner (question 6a).

Table 6.1 Mean and Standard Deviation for Interview Variables

No	Interview Question	ALL (n=24)		EARLY (n=14)		MID (n=6)		PARTNER (n=4)	
		Mean	*Std Dev*	Mean	*Std Dev*	Mean	*Std Dev*	Mean	*Std Dev*
1a	Adversarial or Collaborative	4.344	*1.181*	3.692	*1.494*	4.857	*0.378*	5.000	*0.816*
1b	Trusting or Suspicious	3.125	*1.408*	3.385	*1.660*	2.714	*0.951*	2.500	*1.732*
1c	Transactional or Long-term	4.125	*1.699*	3.692	*2.016*	5.000	*1.291*	3.250	*1.893*
1d	Supply Power or Customer Power	4.688	*1.469*	4.769	*1.301*	5.571	*0.787*	3.250	*2.630*
2	Standard products at low price	2.063	*1.501*	1.923	*1.188*	2.143	*2.116*	2.250	*2.500*
3	Price or Savings	3.156	*1.629*	3.231	*1.739*	2.714	*1.113*	5.000	*2.000*
4	General Relationships Long-term	2.000	*1.218*	1.692	*1.109*	2.286	*1.254*	3.000	*2.160*
5	Marketing task is problem solving	3.625	*2.814*	3.231	*2.976*	2.571	*3.207*	2.500	*2.887*
6a	Generally close relationships	4.531	*1.295*	4.769	*1.301*	4.286	*1.113*	3.750	*2.217*
6b	Generally long-term relationships	4.969	*0.999*	4.538	*1.330*	5.143	*0.378*	5.250	*0.957*
6c	Generally relationship focused	3.719	*1.689*	3.385	*1.557*	3.857	*1.773*	5.250	*0.957*
9	Importance of the other party	2.125	*1.314*	2.615	*1.446*	1.429	*0.535*	1.000	*0.000*
10a	Current position in buying decision cycle	4.344	*0.483*	4.231	*0.439*	4.857	*0.378*	4.500	*0.577*
10b	Planned position in buying cycle for post-negotiation	5.906	*0.296*	5.923	*0.277*	5.857	*0.378*	5.750	*0.500*
11b	Assessment of intended future relational stage	3.906	*0.734*	3.385	*0.768*	4.000	*0.000*	5.000	*0.000*

Standard deviations indicate the relative homogeneity of the parties in the different stages of relationship development with a few exceptions. In Early, variation in the sample is observed for the focus on the relationship (question 1c). In Mid, the parties vary in their understanding of concerns their respective suppliers or customers have with short-term pricing issues (question 2). In Partner, power (question 1d), pricing (questions 2 and 3), closeness of other relationships (questions 4 and 6a) indicate variation. All three stages vary in their understanding of the marketing task (question 5) and their recognition and classification of customers and suppliers (questions 7 and 8).

Analysis of findings from the interview data provides a useful basis for analysing the preliminary and post-negotiation questionnaires.

6.3 PRE-NEGOTIATION QUESTIONNAIRES

Findings of descriptive analysis are indicated in Table 6.2. Agreement or disagreement to each statement was scored using on a 6-point scale where 6 is high.

Table 6.2 Mean and Standard Deviation for Pre-Negotiation Questionnaire Variables

No	Statement	ALL (n=32)		EARLY (n=20)		MID (n=7)		PARTNER (n=5)	
		Mean	Std Dev	Mean	Std Dev	Mean	Std Dev	Mean	Std Dev
1.1	I am happy with my preparation and planning	4.281	1.250	4.150	1.309	4.000	1.155	5.200	0.837
1.2	I am happy options explored in readiness for meeting	3.844	1.139	3.850	0.988	3.571	1.134	4.200	1.789
1.3	They are persuasive	3.188	1.635	2.850	1.663	3.429	1.397	4.200	1.643
1.4	I am persuasive	4.250	0.916	4.250	0.967	4.143	0.690	4.400	1.140
1.5	There is a great deal of common ground between us and them	4.531	1.414	4.400	1.392	4.857	1.773	4.600	1.140
1.6	They will take a lot of risk in the things they say	2.938	1.366	2.750	1.372	2.571	1.272	4.200	0.837
1.7	I will take a lot of risk in the things I plan to say	3.250	1.295	3.050	1.356	2.857	0.690	4.600	0.894
1.8	I trust them completely	3.906	1.254	3.900	1.210	3.571	1.512	4.400	1.140
1.9	They have complete trust in us (my organisation)	3.969	1.031	3.800	1.105	4.143	0.900	4.400	0.894
1.1	I feel I will be creative in the meeting	4.344	0.937	4.350	0.875	3.857	0.900	5.000	1.000
1.11	I feel they will be creative in the meeting	4.156	1.526	3.900	1.651	4.286	1.254	5.000	1.225
2.1	Its important that we meet the requirements and terms of my company	4.875	1.008	4.850	1.137	4.714	0.756	5.200	0.837

2.2	Its important that we make a financially viable agreement for my company	5.000	1.107	5.150	1.089	4.714	1.113	4.800	1.304
2.3	Its important to establish or develop the relationship between our companies	5.281	0.888	5.150	0.988	5.429	0.787	5.600	0.548
2.4	Its important to develop new business or future opportunities for my company	5.219	0.975	5.200	0.834	5.000	1.528	5.600	0.548
2.5	Its important to meet their requirements and terms	4.875	0.976	4.950	0.999	4.714	0.951	4.800	1.095
2.6	Its important to make a financial viable agreement for them	4.469	1.244	4.550	1.317	4.000	1.155	4.800	1.095
2.7	Its important to match the relationship	5.094	0.856	5.000	0.973	5.143	0.690	5.400	0.548
2.8	Its important to enhance our joint reputations	5.281	0.772	5.300	0.733	5.286	0.951	5.200	0.837
3.1	My power in the negotiation is (stated as a %)	50.563	16.848	46.750	16.802	61.429	15.469	50.600	14.859

Findings of this analysis again indicates distinctions in perceptions of the parties at the different stages of relationship development, trending towards higher mean scores across almost all statements for the Partner stage. Exceptions are for the financial viability of the subsequent agreement for their own company (question 2.2); meeting of the other party's requirements and terms (question 2.5); and, reputation enhancement (question 2.8). The Mid stage, however, indicates marginally lower mean scores than Early for almost all of the statements. The mean scores observed for Partner indicate typically high scores across many of the statements, the lowest observed being 4.2 for options explored, persuasion and their own risk assessment (questions 1.2, 1,3 and 1.6). Power balance is observed to be scored lowest in Early and highest in Mid stages, although standard deviation indicate less variance as the parties move towards Partner.

6.4 Post-Negotiation Questionnaires

In addition to asking the same questions as included in the Pre-Negotiation Questionnaires, additional information was sought on the parties' perceptions of the outcome. Findings of simple descriptive analysis are indicated in table 6.3 for all relationship stages as before.

Increased mean scores were observed towards Partner with low mean scores exceptions in Mid for trust (question 1.8), openness (question 1.9), exploration of options (question 1.10), argument (questions 1.12 and 1.13), preparation and planning (question 1.19), creativity (1.20) and inclusion of options in the final agreement (question 1.23).

Table 6.3 Mean and Standard Deviation for Post-Negotiation Questionnaire Variables

No	Statement	ALL (n=32)		EARLY (n=20)		MID (n=7)		PARTNER (n=5)	
		Mean	Std Dev	Mean	Std Dev	Mean	Std Dev	Mean	Std Dev
1.1	The meeting was successful for us	4.500	0.880	4.200	0.894	4.857	0.690	5.200	0.447
1.2	The meeting was successful for them	4.531	0.915	4.250	0.910	5.000	0.816	5.000	0.707
1.3	I am committed to the agreement reached	4.750	1.459	4.300	1.625	5.143	0.690	6.000	0.000
1.4	I believe they are committed to the agreement reached	4.594	1.521	4.000	1.622	5.286	0.488	6.000	0.000
1.5	I was effective in the meeting	4.250	0.880	4.100	0.912	4.286	0.756	4.800	0.837
1.6	I consider they were effective in the meeting	4.594	1.012	4.250	1.020	5.000	0.816	5.400	0.548
1.7	I trust them completely	4.406	1.266	4.150	1.309	4.429	1.272	5.400	0.548
1.8	They trust us (my organisation) completely	4.375	0.907	4.200	0.894	4.143	0.690	5.400	0.548
1.9	I was open with them	5.313	0.821	5.300	0.733	5.143	1.069	5.600	0.894
1.10	They were open with us	4.813	1.091	4.700	1.174	4.857	1.069	5.200	0.837
1.11	I am happy that I explored all options	4.281	1.397	4.100	1.483	4.000	1.155	5.400	0.894
1.12	I was persuaded by their argument	3.469	1.665	3.550	1.468	2.286	2.059	4.800	0.447
1.13	Their argument was logical	3.625	1.827	3.750	1.517	2.571	2.699	4.600	0.894
1.14	There was common ground between us	4.625	1.385	4.350	1.565	4.857	1.069	5.400	0.548
1.15	I was flexible in the meeting	4.531	1.164	4.300	1.302	4.857	0.900	5.000	0.707
1.16	They were flexible in the meeting	4.125	1.264	3.700	1.342	4.571	0.787	5.200	0.447
1.17	They took a high level of risk	3.125	1.476	2.800	1.436	3.286	1.799	4.200	0.447
1.18	I took a high level of risk	2.906	1.228	2.700	1.342	2.714	0.756	4.000	0.707
1.19	I am happy that I prepared and planned adequately	4.219	1.128	4.150	1.226	3.857	1.069	5.000	0.000
1.20	I was creative in the meeting	3.969	0.933	4.050	0.999	3.571	0.976	4.200	0.447
1.21	They were creative in the meeting	4.063	1.076	4.000	1.214	4.000	1.000	4.400	0.548
1.22	I confirmed all the assumptions I had made were correct with them	4.313	1.120	4.000	1.124	4.571	0.976	5.200	0.837

1.23	I included all the tradable options I had identified in the final agreement	3.563	*1.703*	3.600	*1.847*	2.714	*1.380*	4.600	*0.894*
2.1	Meeting my company's requirements and terms was important	4.781	*0.941*	4.550	*0.999*	5.286	*0.756*	5.000	*0.707*
2.2	Making a financially viable agreement for my company was important	3.969	*1.675*	3.800	*1.704*	4.143	*2.116*	4.400	*0.894*
2.3	Establishing or developing the relationship between our companies was important	4.938	*0.982*	4.550	*0.999*	5.429	*0.535*	5.800	*0.447*
2.4	Developing new business or future opportunities for my company was important	4.844	*0.987*	4.600	*0.995*	5.143	*1.069*	5.400	*0.548*
2.5	Meeting their requirements and terms was important	4.344	*1.234*	4.200	*1.399*	4.429	*0.976*	4.800	*0.837*
2.6	Making a financially viable agreement for them was important	4.125	*1.718*	3.750	*1.943*	4.714	*1.113*	4.800	*1.095*
2.7	The relational match between our companies was important	4.750	*1.244*	4.550	*1.468*	4.857	*0.690*	5.400	*0.548*
2.8	Enhancing our reputations was important	4.969	*0.695*	4.850	*0.671*	5.286	*0.756*	5.000	*0.707*
2.9	Our (mine and their's) negotiating skills were important	4.125	*1.454*	4.000	*1.747*	4.571	*0.535*	4.000	*1.000*
4.1	My power in the negotiation was (stated as a %)	54.344	*14.153*	52.500	*14.281*	62.143	*13.496*	50.800	*13.084*

Higher mean scores were seen in the Mid stage for meeting of requirements and terms (question 2.1) and enhancing reputation (question 2.2). Standard deviation again confirmed general parity between the parties in the different stages of relationship development with greatest variation observed in the Mid stage for argument (questions 1.13 and 1.14) and financial viability (question 2.2). As in the interviews and pre-negotiation questionnaires, power was observed to be at its greatest in the Mid stage although the variation across the sample diminished as the parties move towards the Partner stage. This data adds to the general overview of the parties' perceptions of the influencing factors on their negotiations and, in subsequent sections of this chapter, enhances understanding of the dominant research data ie., observation data. Its value is in terms of highlighting the differing mean scores given by the parties in Early, Mid and Partner relational stages.

Of the parties' impressions of the other's characteristics and skills (table 6.4), parity was again observed across the range of statements.

Table 6.4 Mean and Standard Deviation for Impressions of Characteristics (Post-Negotiation Questionnaire Variables)

No	Statement	ALL (n=32)		EARLY (n=20)		MID (n=7)		PARTNER (n=5)	
		Mean	Std Dev	Mean	Std Dev	Mean	Std Dev	Mean	Std Dev
3.1	My impression of their preparation and planning skills	3.750	0.803	3.500	0.688	4.000	0.816	4.400	0.894
3.2	My impression of their knowledge of subject matter	4.031	1.092	3.900	1.165	4.143	1.069	4.400	0.894
3.3	My impression of their ability to think clearly and rapidly under pressure and uncertainty	4.063	0.878	3.950	0.826	4.286	1.113	4.200	0.837
3.4	My impression of their ability to express thoughts verbally	4.219	0.870	4.200	0.834	4.000	1.155	4.600	0.548
3.5	My impression of their listening skill	3.906	0.928	4.000	1.026	3.714	0.951	3.800	0.447
3.6	My impression of their judgment and general intelligence	4.188	0.738	4.050	0.759	4.429	0.787	4.400	0.548
3.7	My impression of their integrity	4.000	0.803	3.950	0.887	3.857	0.690	4.400	0.548
3.8	My impression of their ability to persuade others	3.469	0.950	3.550	0.999	3.000	0.816	3.800	0.837
3.9	My impression of their patience	3.656	1.004	3.650	1.040	3.571	1.272	3.800	0.447
3.10	My impression of their decisiveness	3.656	0.902	3.600	0.940	3.429	0.976	4.200	0.447
3.11	My impression of their ability to win respect and confidence of opponents	3.844	0.884	3.800	0.951	3.714	0.951	4.200	0.447
3.12	My impression of their general problem-solving and analytic skills	3.656	0.701	3.600	0.681	3.571	0.787	4.000	0.707
3.13	My impression of their self-control, especially of emotions and their visibility	3.688	0.821	3.500	0.761	3.857	1.069	4.200	0.447
3.14	My impression of their insights into others feelings	3.406	0.946	3.250	0.967	3.429	0.976	4.000	0.707
3.15	My impression of their persistence and determination	3.688	0.931	3.650	0.875	3.429	1.272	4.200	0.447
3.16	My impression of their ability to perceive and exploit availble power to achieve the objective	3.688	0.821	3.650	0.813	3.571	0.976	4.000	0.707
3.17	My impression of their insight ingto hidden needs and reactions of own and our company	3.531	0.803	3.450	0.826	3.571	0.787	3.800	0.837
3.18	My impression of their ability to lead and control members of their own team or group	3.000	1.368	2.750	1.410	3.286	1.604	3.600	0.548
3.19	My impression of their previous negotiating experience	3.813	1.256	3.700	1.455	3.429	0.535	4.800	0.447
3.20	My impression of their personal sense of security	3.625	0.907	3.350	0.933	3.857	0.690	4.400	0.548
3.21	My impression of their open-mindedness (tolerance to other viewpoints)	4.031	1.031	3.850	1.089	4.143	1.069	4.600	0.548

3.22	My impression of their competitiveness (desire to compete and win)	3.563	1.076	3.500	1.192	3.429	0.787	4.000	1.000
3.23	My impression of their skill in communicating and coordinating various objectives within their company	3.750	0.842	3.650	0.875	3.857	0.690	4.000	1.000
3.24	My impression of their debating ability (skill in parrying questions and answers across the table)	3.656	0.971	3.750	0.851	3.000	1.155	4.200	0.837
3.25	My impression of their willingness to risk being disliked	3.156	1.273	3.200	1.240	2.571	1.272	3.800	1.304
3.26	My impression of their ability to act out skillfully a variety of negotiating roles or postures	3.344	1.035	3.150	1.137	3.286	0.488	4.200	0.837
3.27	My impression of their status or rank in company	3.438	1.294	3.300	1.380	3.286	1.254	4.200	0.837
3.28	My impression of their tolerance to ambiguity and uncertainty	3.281	1.198	3.100	1.410	3.429	0.535	3.800	0.837
3.29	My impression of their skill in communicating by signs, gestures and silence (non-verbal language)	3.313	1.061	3.200	1.152	3.143	0.690	4.000	1.000
3.30	My impression of their compromising temperament	3.469	1.077	3.250	1.164	3.714	0.951	4.000	0.707
3.31	My impression of their attractive personality and sense of humour (degree to which people enjoy being with the person)	3.906	1.058	3.850	1.137	3.857	1.069	4.200	0.837
3.32	My impression of their trusting temperament	3.750	0.984	3.550	1.146	4.143	0.378	4.000	0.707
3.33	My impression of their willingness to take somewhat above-average business or career risks	3.156	1.221	3.100	1.373	3.000	0.816	3.600	1.140
3.34	My impression of their willingness to employ force, threat or bluff to avoid being exploited	2.938	1.501	3.050	1.669	2.286	0.951	3.400	1.342

This table illustrates the Mid stage as being, generally, the lowest scoring for impressions of characteristics and skills of the other party, albeit by a small margin. Partner was scored at the highest levels. Exceptions are for listening skill (question 3.5) in which Early scored the highest and trusting temperament (question 3.32) for which Mid scored the highest.

Further descriptive exploration of the data by way of cross-tabulations (refer Appendix 7 for a selection of relevant SPSS output) was carried out. This indicated the participants who were more satisfied with the outcome of the negotiation generally perceived themselves to have been better prepared, had explored more options and had more common ground with the other party. They also perceived themselves to be more flexible, open, trusting and creative during the negotiation but perceived less risk taking behaviour. Deeper exploration by relational stage, as previously stated, revealed a trend that indicated higher mean scores across the range of variables where the parties recorded a high level of satisfaction with the outcome. Not surprisingly, the means were lower in Early and Mid than they were in Partner.

6.5 COMPARISON OF PRE- AND POST-NEGOTIATION QUESTIONNAIRES

Pre- and Post-Negotiation questionnaire data was compared using descriptive statistics in the initial instance. Findings are as indicated in Table 6.5 for Early, Mid and Partner stages of relationships.

Table 6.5 Pre- and Post-Negotiation Comparatives for Relationship Stages

Descriptive Statistics		EARLY (n=20)				MID (n=7)				PARTNER (n=5)			
		Pre-Neg		Post-Neg		Pre-Neg		Post-Neg		Pre-Neg		Post-Neg	
re/ost	Statement	Mean	*Std Dev*	Mean	*Std Dev*	Mean	*Std Dev*	Mean	*Std Dev*	Mean	*Std Dev*	Mean	*Std Dev*
1/19	I am/was happy with my preparation and planning	4.150	*1.309*	4.150	*1.226*	4.000	*1.155*	3.857	*1.069*	5.200	*0.837*	5.000	*0.000*
3/12	They are/were persuasive	2.850	*1.663*	3.550	*1.468*	3.429	*1.397*	2.286	*2.059*	4.200	*1.643*	4.800	*0.447*
5/14	There is/was a great deal of common ground between us and them	4.400	*1.392*	4.350	*1.565*	4.857	*1.773*	4.857	*1.069*	4.600	*1.140*	5.400	*0.548*
6/17	They will/did take a lot of risk in the things they say	2.750	*1.372*	2.800	*1.436*	2.571	*1.272*	3.286	*1.799*	4.200	*0.837*	4.200	*0.447*
7/18	I will/did take a lot of risk in the things I say	3.050	*1.356*	2.700	*1.342*	2.857	*0.690*	2.714	*0.756*	4.600	*0.894*	4.000	*0.707*
8/7	I trust them completely	3.900	*1.210*	4.150	*1.309*	3.571	*1.512*	4.429	*1.272*	4.400	*1.140*	5.400	*0.548*
9/8	They have complete trust in us (my organisation)	3.800	*1.105*	4.200	*0.894*	4.143	*0.900*	4.143	*0.690*	4.400	*0.894*	5.400	*0.548*
10/20	I feel I will be/was creative in the meeting	4.350	*0.875*	4.050	*0.999*	3.857	*0.900*	3.571	*0.976*	5.000	*1.000*	4.200	*0.447*
11/21	I feel they will be/were creative in the meeting	3.900	*1.651*	4.000	*1.214*	4.286	*1.254*	4.000	*1.000*	5.000	*1.225*	4.400	*0.548*

2.1/ 2.1	Its important that we meet/met the requirements and terms of my company	4.850	*1.137*	4.550	*0.999*	4.714	*0.756*	5.286	*0.756*	5.200	*0.837*	5.000	*0.707*
2.2/ 2.2	Its important that we make/made a financially viable agreement for my company	5.150	*1.089*	3.800	*1.704*	4.714	*1.113*	4.143	*2.116*	4.800	*1.304*	4.400	*0.894*
2.3/ 2.3	Its important to/did establish or develop the relationship between our companies	5.150	*0.988*	4.550	*0.999*	5.429	*0.787*	5.429	*0.535*	5.600	*0.548*	5.800	*0.447*
2.4/ 2.4	Its important to/did develop new business or future opportunities for my company	5.200	*0.834*	4.600	*0.995*	5.000	*1.528*	5.143	*1.069*	5.600	*0.548*	5.400	*0.548*
2.5/ 2.5	Its important to/did meet their requirements and terms	4.950	*0.999*	4.200	*1.399*	4.714	*0.951*	4.429	*0.976*	4.800	*1.095*	4.800	*0.837*
2.6/ 2.6	Its important to/did make a financial viable agreement for them	4.550	*1.317*	3.750	*1.943*	4.000	*1.155*	4.714	*1.113*	4.800	*1.095*	4.800	*1.095*
2.7/ 2.7	Its important to/did match the relationship	5.000	*0.973*	4.550	*1.468*	5.143	*0.690*	4.857	*0.690*	5.400	*0.548*	5.400	*0.548*
3.1/ 4.1	My power in the negotiation is/was (stated as a %)	46.750	*16.802*	52.500	*14.281*	61.429	*15.469*	62.143	*13.496*	50.600	*14.859*	50.800	*13.084*

These figures show the greatest changes in perceptions took place in the Early stage. In the majority of instances, this indicated a downward trend. Exceptions are for perceptions of the other party's persuasiveness (question 1.3/1.12), trust (questions 1.7/1.18 and 1.8/1.7), power from 46.75% to 52.5% (question 3.1/4.1) and the importance of meeting the other party's requirements and terms (question 2.5/2.5).

In the Mid stage, scores moved downwards for persuasiveness (question 1.3/1.12), creativity (questions 1.10/1.20 and 1.11/1.21), importance of financial viability (question 2.2/2.2) and relational match (question 2.7/2.7). Greatest increases were observed for trust (question 1.8/1.7) and the importance of making a financially viable agreement for the other party (question 2.6/2.6) and meeting the requirements and terms of their own company (question 2.1/2.1).

By comparison, the Partner stage saw fewer movements across the statements but larger increases for perceptions of common ground (question 1.5/1.14), trust (questions 1.8/1.7 and 1.9/1.8) and decreases for their own perceptions of risk (question 1.7/1.18) and creativity (questions 1.10/1.20 and 1.11/1.21). Perceptions of power changed little in the Mid and Partner stages (question 3.1/4.1).

6.6 OBSERVATION

Negotiation data was coded using the mechanism described in Chapter 5, (section 5.4.1). The reduced data was then entered into Sequan to enable further descriptive analysis of negotiations, as described in section 5.7.1. An example of the data entered into Sequan is shown at Table 6.6 (categories identified by the letter and number codes are shown at Appendix 5) while output from one of the negotiations (number 2) appears at Appendix 8.

Table 6.6 Example of Coded Data Entered into Sequan for a Negotiation with Two Participants

Speaker 1	X		X			J	X	5				J	X		X		X	
Speaker 2		X		X	B				X	5	C			X		X		X

(X = Give Situation/Position; B = Procedural Proposal;
J = Support; 5 = Justification; C = Proposing Content Specific)

Output from Sequan takes the form of frequency analysis tables of individual and patterns of codes for solus and groups of speakers (see later in this section). Table 6.7 presents the frequency of coded behaviours observed in the negotiations.

Table 6.7 Frequency Analysis by Relationship Stage

Behaviours	ALL (n=12)		EARLY (n=7)		MID (n=3)		PARTNER (n=2)	
	Freq	%	Freq	%	Freq	%	Freq	%
A: Seek Proposal	65	0.48	26	0.35	20	0.75	19	0.59
B: Proposal Procedural	275	2.05	113	1.50	55	2.05	107	3.34
C: Proposal Unspec Content	302	2.25	116	1.54	77	2.88	109	3.40
D: Proposal Spec Content	171	1.28	87	1.16	38	1.42	46	1.44
E: Building	48	0.36	16	0.21	17	0.64	15	0.47
F: Conditional	42	0.31	24	0.32	15	0.56	3	0.09
G: Table Unspecific	297	2.22	139	1.85	84	3.14	74	2.31
H: Table Spec	54	0.40	22	0.29	23	0.86	9	0.28
I: Seek Reacts/ Feelings	195	1.45	106	1.41	63	2.35	26	0.81
J: Support	2880	21.48	1609	21.38	549	20.51	722	22.55
K: Disagree	106	0.79	61	0.81	26	0.97	19	0.59
L: Contrary Statement	5	0.04	1	0.01	3	0.11	1	0.03
M: Feel Personal	56	0.42	23	0.31	18	0.67	15	0.47
N: Feel Corporate	16	0.12	8	0.11	5	0.19	3	0.09
O: Defend/Attack	40	0.30	33	0.44	4	0.15	3	0.09
P: Gratuitous Self-Praise	21	0.16	15	0.20	3	0.11	3	0.09
Q: Retracting	11	0.08	2	0.03	9	0.34	0	0.00
R: Confirm/ Agree	910	6.79	535	7.11	179	6.69	196	6.12
S: Clarity Test	677	5.05	467	6.20	114	4.26	96	3.00
T: Incredulous Test	4	0.03	4	0.05	0	0.00	0	0.00
U: Rational Test	5	0.04	3	0.04	0	0.00	2	0.06
V: Summary	79	0.59	35	0.46	29	1.08	15	0.47
W: Seek Situation/ Position	446	3.33	271	3.60	92	3.44	83	2.59
X: Give Situation/ Position	3565	26.59	2021	26.85	672	25.10	872	27.23
Y: 'I need you' Posture	17	0.13	3	0.04	9	0.34	5	0.16
Z: 'You need me' Posture	27	0.20	18	0.24	9	0.34	0	0.00
ZERO: Seek Justification	5	0.04	2	0.03	3	0.11	0	0.00
1: Seek Problem/ Implied Need	1	0.01	1	0.01	0	0.00	0	0.00
2: Problem/ Implied Need	26	0.19	7	0.09	9	0.34	10	0.31
3: Constraint	28	0.21	5	0.07	10	0.37	13	0.41
4: Need	21	0.16	10	0.13	4	0.15	7	0.22
5: Justification	1111	8.29	580	7.71	253	9.45	278	8.68
6: Seek Social	46	0.34	36	0.48	8	0.30	2	0.06
7: Give Social	117	0.87	96	1.28	10	0.37	11	0.34
8: Label	35	0.26	22	0.29	9	0.34	4	0.12
9: Interrupt	1702	12.70	1010	13.42	258	9.64	434	13.55
TOTAL	13406	100.00	7527	100.00	2677	100.00	3202	100.00

This analysis reveals the behaviours most used by the negotiators were Giving Positions (behaviour code X), Supporting (behaviour code J), Interrupting (a double code behaviour – 9), Justification (code 5) and Confirming/Agreeing (code R). Least used behaviours were Seeking Problem/Implied Need (code 1), Incredulous Testing (code T), Rational Testing (code U), Retracting (Code L) and Seeking Justification (code ZERO). These high and low scoring behaviours were, therefore, removed from the next part of the analysis in order to highlight the differing patterns across other behaviours at the three stages which Chi-Square analysis had indicated was statistically significant (see Table 6.8 and Appendix 9 for SPSS output).

Table 6.8 Chi-Square Analysis of Relational Stages

	Value	df	Asymp Sig (2-sided)
Pearson Chi-Square	462.010	70	.000
Likelihood Ratio	462.647	70	.000
N of Valid	13,406		

23 cells (21.3%) have expected count less than 5. The minimum expected count is .20.

Remaining behaviour data was grouped according to particular patterns observed. Table 6.9 indicates those behaviours which increase in subsequent stages of relational development (Early to Mid to Partner). Table 6.10 indicates those behaviours which decrease in subsequent stages of development and Table 6.11 indicates those behaviours observed most in, respectively, Early, Mid and Partner stages.

Table 6.9 Behaviour Increases from Early to Mid to Partner Stages

Behaviours	EARLY %	MID %	PARTNER %
A: Seek Proposal	1.48	2.66	2.73
B: Proposal Procedural	6.42	7.32	15.35
C: Proposal Unspec Content	6.59	10.25	15.64
D: Proposal Spec Content	4.95	5.06	6.60
2: Problem/ Implied Need	0.40	1.20	1.43
3: Constraint	0.28	1.33	1.87

This analysis reveals that in Partner, the negotiators make considerably more proposals either specific to the negotiation or about its procedure than in either Early or Mid stages. They seek more proposals from the other party, state their problems or implied needs and constraints in their organisation more. They also state more needs, albeit still a low level (refer Table 6.11).

Table 6.10 Behaviour Decreases from Early to Mid to Partner Stages

Behaviours	EARLY %	MID %	PARTNER %
K: Disagree	**3.47**	3.46	2.73
O: Defend/Attack	**1.88**	0.53	0.43
S: Clarity Test	**26.55**	15.18	13.77
W: Seek Situation/ Position	**15.41**	12.25	11.91
6: Seek Social	**2.05**	1.07	0.29
8: Label	**1.25**	1.20	0.57

At the Early stage, negotiators are more disagreeable, actually disagreeing outright with the other party or defend/attacking the other party. They engage in more clarifying behaviour and ask more questions about the other party's position or of a personal nature. This stage also reveals the highest relative amount of gratuitous self-praise and giving information about unrelated matters (Table 6.11).

Table 6.11 Higher Behaviours in Early, Mid and Partner Stages

Behaviours	EARLY %	MID %	PARTNER %
EARLY			
P: Gratuitous Self-Praise	**0.85**	0.40	0.43
7: Give Social	**5.46**	1.33	1.58
MID			
E: Building	0.91	**2.26**	2.15
F: Conditional	1.36	**2.00**	0.43
G: Table Unspecific	7.90	**11.19**	10.62
H: Table Spec	1.25	**3.06**	1.29
I: Seek Reacts/ Feelings	6.03	**8.39**	3.73
M: Feel Personal	1.31	**2.40**	2.15
N: Feel Corporate	0.45	**0.67**	0.43
V: Summary	1.99	**3.86**	2.15
Y: 'I need you' Posture	0.17	**1.20**	0.72
Z: 'You need me' Posture	1.02	**1.20**	0.00
PARTNER			
4: Need	0.57	0.53	**1.00**

The Mid stage sees higher levels of tabling of issues and seeking reactions to earlier statements than do either the Early or Partner stages. They also summarise more, make statements about the parties' reliance on each other, give more feelings (either personal or corporate) use conditional proposals and build on the other party's proposals more.

Further analysis of the observation data was conducted by grouping the observations based on the participants' ratings for a number of the post-negotiation questions, as indicated in table 5.16 (refer also to Appendix 4 for questionnaire instruments). This resulted in identification of two groups of negotiations, respectively, high rating and low rating. All of these groups were chi-square analysed, proving statistically significant. Included in the high rating group for questions 1.1 and 1.2 ie., success of outcome for the participants, were negotiations 5, 6, 7, 9 and 12. Included in the low rating group were negotiations 1, 2 3, 4, 8, 10 and 11. Findings, following removal of similarly high and low scoring behaviours as observed in the previous analyses (ie., Giving Position, Supporting, Interrupting, Justification, Confirming/Agreeing, Seek Problem/Implied Need, Incredulous Testing, Rational Testing, Retracting and Seeking Justification) are presented at Table 6.12.

Table 6.12 Percentage of Behaviours for Outcome Success

Behaviour	High Rated Negotiations (%)	Low Rated Negotiations (%)
Higher % in High Success		
A: Seek Proposal	2.90	1.41
B: Procedural Proposal	11.14	6.73
C: Proposal Unspec Content	13.04	6.94
D: Proposal Spec Content	5.95	4.85
E: Building	1.75	1.30
G: Tabling Unspec	11.59	7.72
H: Tabling Spec	1.98	1.46
M: Feelings Personal	2.67	1.10
V: Summary	3.74	2.09
Y: 'I Need You' Position	0.92	0.26
2: Problem/Implied Need	0.99	0.68
3: Constraint	1.45	0.47
4: Need	0.84	0.52

Higher % in Low Success		
F: Conditionality	1.22	**1.36**
I: Seek Reactions/Feelings	5.03	**6.73**
O: Defend/Attack	0.46	**1.77**
P: Gratuitous Self-Praise	0.23	**0.94**
S: Clarity Test	14.65	**25.30**
W: Seek Situation/Position	11.90	**15.13**
Z: 'You Need Me' Position	0.53	**1.04**
6: Seek Social	0.53	**2.03**
7: Give Social	1.37	**5.16**
Little % variation observed		
K: Disagree	3.43	3.29
L: Contrary Statement	0.15	0.16
N: Feelings Corporate	0.46	0.52
8: Label	1.07	1.04

The analysis reveals those negotiations rated as being more successful exhibited considerably more Proposing (Tabling and Proposing) and Personal Feelings. Those rated as being less successful exhibited considerably more clarifying, seeking and social behaviours (Clarification, Seek Reactions/Feelings, Seek Situation/Position, Seek Social, Give Social).

Included in the high rating group for questions 1.3 and 1.4, ie., commitment to the agreement reached, were negotiations 1, 2, 5, 6, 7, 9 and 12. Included in the low rating group were negotiations 3, 4, 8, 10 and 11. Following removal of similarly high and low scoring behaviours as described above, findings are presented at Table 6.13.

Table 6.13 Percentage of Behaviours Observed for Commitment

Behaviour	High Rated (%)	Low Rated (%)
Higher % in High Commitment		
A: Seek Proposal	**2.71**	1.31
B: Procedural Proposal	**10.15**	6.41
C: Proposal Unspec Content	**11.82**	6.68
D: Proposal Spec Content	**5.77**	3.73
E: Building	**2.65**	0.79
G: Tabling Unspec	**9.98**	7.53
H: Tabling Spec	**2.42**	1.57
K: Disagree	**3.69**	3.08
L: Contrary Statement	**0.29**	0.13
M: Feelings Personal	**2.42**	0.79
V: Summary	**3.17**	2.23
Y: 'I Need You' Position	**0.81**	0.33
2: Problem/Implied Need	**1.21**	0.79
3: Constraint	**1.38**	0.52
4: Need	**0.63**	0.46

Higher % in Low Commitment		
I: Seek Reactions/Feelings	6.34	**6.54**
O: Defend/Attack	0.87	**1.31**
P: Gratuitous Self-Praise	0.35	**0.98**
S: Clarity Test	15.40	**26.64**
W: Seek Situation/Position	12.86	**15.45**
Z: 'You Need Me' Position	0.52	**0.92**
6: Seek Social	0.63	**2.55**
7: Give Social	1.33	**6.48**
8: Label	0.98	**1.11**
Little % variation observed		
F: Conditionality	1.15	1.18
N: Feelings Corporate	0.46	0.52

This analysis reveals a similar pattern to that observed for negotiations rated as being successful (Table 6.12) although percentage values are slightly lower in most behaviours than those observed in the previous table.

Included in the high rating group for questions 1.17 and 1.18 ie., risk-taking by the participants, were negotiations 9, 11 and 12. Included in the low rating group were negotiations 1, 2, 3 and 4. Findings are presented at Table 6.14.

Table 6.14 Percentage of Behaviours Observed for Risk-Taking

Behaviour	High Rated Negotiations (%)	Low Rated Negotiations (%)
Higher % in High Risk-Taking		
E: Building	**3.01**	1.48
F: Conditionality	**1.93**	0.49
H: Tabling Spec	**3.25**	0.89
I: Seek Reactions/Feelings	**8.90**	4.83
L: Contrary Statement	**0.36**	0.10
N: Feelings Corporate	**0.72**	0.30
S: Clarity Test	**23.83**	17.83
W: Seek Situation/Position	**17.21**	13.30
6: Seek Social	**1.32**	0.39
Higher % in Low Risk-Taking		
A: Seek Proposal	1.68	**2.66**
B: Procedural Proposal	7.22	**12.32**
C: Proposal Unspec Content	6.02	**13.40**
D: Proposal Spec Content	4.81	**5.52**
G: Tabling Unspec	5.90	**9.95**
M: Feelings Personal	1.20	**1.97**
O: Defend/Attack	1.20	**1.48**
P: Gratuitous Self-Praise	0.84	**1.08**
V: Summary	1.08	**1.87**

Little % variation observed		
K: Disagree	3.73	3.74
Y: 'I Need You' Position	0.24	0.69
Z: 'You Need Me' Position	0.36	0.10
2: Problem/Implied Need	1.20	1.08
3: Constraint	0.96	1.38
4: Need	0.72	0.69
7: Give Social	1.20	1.38
8: Label	1.08	1.08

This table illustrates a distinctly different pattern to outcome success and commitment in the previous tables. Proposing behaviour is here associated with low ratings for risk-taking with one exception in Specific Content Proposing. High risk-taking behaviour includes questioning such as Clarity Testing, Seeking Positions and Reactions/Feelings.

Included in the high rating group for questions 1.5 and 1.6 ie., effectiveness in the negotiation, were negotiations 2, 9 and 12. Included in the low rating group were negotiations 1, 3, 6 and 11. Findings are presented at Table 6.15.

Table 6.15 Percentage of Behaviours Observed for Effectiveness

Behaviour	High Rated Negotiations (%)	Low Rated Negotiations (%)
Higher % in High Effectiveness		
A: Seek Proposal	2.60	2.18
B: Procedural Proposal	14.18	6.17
C: Proposal Unspec Content	14.18	7.43
D: Proposal Spec Content	5.84	5.26
E: Building	2.71	1.36
G: Tabling Unspec	9.74	7.52
H: Tabling Spec	2.27	1.63
L: Contrary Statement	0.32	0.18
V: Summary	2.16	1.81
2: Problem/Implied Need	1.84	0.36
3: Constraint	1.84	0.82
4: Need	0.76	0.36
7: Give Social	1.73	0.73

Higher % in Low Effectiveness		
F: Conditionality	0.76	1.09
I: Seek Reactions/Feelings	5.63	7.89
K: Disagree	3.03	4.53
M: Feelings Personal	1.84	2.54
O: Defend/Attack	0.43	2.18
P: Gratuitous Self-Praise	0.65	1.00
S: Clarity Test	13.96	23.39
W: Seek Situation/Position	12.01	18.31
Z: 'You Need Me' Position	0.22	0.82
6: Seek Social	0.65	0.82
8: Label	0.65	1.63
Little % variation observed		
N: Feelings Corporate	0.54	0.63
Y: 'I Need You' Position	0.76	0.82

Variations are observed in this table across all behaviours although the general pattern remains similar to outcome success and commitment. Notable exceptions to this are, however, Disagreeing and Personal Feelings which are observed to be more where negotiations were rated lower by participants for effectiveness and Give Social which is observed more where negotiations were rated higher for effectiveness.

Included in the high rating group for questions 1.15 and 1.16 ie., flexibility in the negotiation, were negotiations 4, 9, 11 and 12. Included in the low rating group were negotiations 3, 8 and 10. Findings are presented at Table 6.16.

Table 6.16 Percentage of Behaviours Observed for Flexibility

Behaviour	High Rated Negotiations (%)	Low Rated Negotiations (%)
Higher % in High Flexibility		
A: Seek Proposal	2.67	0.58
B: Procedural Proposal	11.10	7.43
C: Proposal Unspec Content	12.74	5.98
D: Proposal Spec Content	5.85	4.73
E: Building	1.46	0.00
F: Conditionality	1.46	0.77
G: Tabling Unspec	9.64	8.78
H: Tabling Spec	1.46	0.39
K: Disagree	3.61	2.22
M: Feelings Personal	1.81	0.77
Y: 'I Need You' Position	0.60	0.10
2: Problem/Implied Need	1.12	0.19
3: Constraint	1.38	0.10
4: Need	1.03	0.48
8: Label	1.03	0.87

Higher % in Low Flexibility		
I: Seek Reactions/Feelings	4.73	5.41
N: Feelings Corporate	0.26	0.77
S: Clarity Test	19.10	27.41
V: Summary	1.64	2.90
W: Seek Situation/Position	12.99	14.96
Z: 'You Need Me' Position	0.09	1.64
6: Seek Social	0.60	2.90
7: Give Social	1.20	8.78
Little % variation observed		
L: Contrary Statement	0.09	0.00
O: Defend/Attack	1.29	1.25
P: Gratuitous Self-Praise	1.03	0.58

This analysis indicates, once again, a similar pattern to outcome success and commitment but highlights that Clarity Testing and Summarising are used more in negotiations that were rated lower on flexibility. Other questioning forms ie., Seek Reactions/Feelings and Seek Situation/Position are also used at their lowest levels where flexibility is rated low.

Included in the high rating group for questions 1.11 and 1.23 ie., exploration and inclusion of tradable options in the negotiation, were negotiations 4, 6, 11 and 12. Included in the low rating group were negotiations 1, 2, 3, 7 and 8. Findings are presented at Table 6.17.

Table 6.17 Percentage of Behaviours Observed for Exploration and Inclusion of Tradable Options

Behaviour	High Rated Negotiations (%)	Low Rated Negotiations (%)
Higher % in High Tradable Options		
A: Seek Proposal	2.81	1.11
C: Proposal Unspec Content	9.37	6.75
D: Proposal Spec Content	5.52	3.55
F: Conditionality	2.71	0.35
G: Tabling Unspec	10.72	8.55
H: Tabling Spec	1.98	1.39
K: Disagree	4.16	3.06
M: Feelings Personal	3.23	0.76
O: Defend/Attack	1.87	1.11
P: Gratuitous Self-Praise	0.94	0.42
Y: 'I Need You' Position	1.14	0.21
3: Constraint	0.94	0.42
4: Need	1.56	0.21
8: Label	1.46	0.83

Higher % in Low Tradable Options		
B: Procedural Proposal	4.99	6.61
E: Building	0.83	1.95
I: Seek Reactions/Feelings	5.72	7.23
N: Feelings Corporate	0.31	0.56
S: Clarity Test	20.92	24.69
V: Summary	2.60	3.69
W: Seek Situation/Position	13.63	15.30
2: Problem/Implied Need	0.52	0.70
6: Seek Social	0.83	2.43
7: Give Social	0.31	7.02
Little % variation observed		
L: Contrary Statement	0.10	0.21
Z: 'You Need Me' Position	0.83	0.90

This table illustrates that where parties had rated low their exploration of options and inclusion of those options in the final agreement, so the negotiations had included more Procedural Proposing and Building. Higher rated negotiations included more Disagreeing and Personal Feelings but much less Proposing (Unspecific, Specific Content and Tabling) than observed in any of the other groupings.

Included in the high rating group for question 4.1 ie., balance of power between the parties, were negotiations 3, 5, 6 and 12. Included in the low rating group were negotiations 1, 8, 9 and 11. Findings are presented at Table 6.18.

Table 6.18 Percentage of Behaviours Observed for Balanced and Imbalanced Power

Behaviour	Balanced Negotiations (%)	Imbalanced Negotiations (%)
Higher % in Balance		
B: Procedural Proposal	9.11	7.16
C: Proposal Unspec Content	10.82	7.16
D: Proposal Spec Content	5.38	4.65
E: Building	1.47	0.84
O: Defend/Attack	1.59	0.84
P: Gratuitous Self-Praise	0.67	0.36
S: Clarity Test	22.19	20.53
2: Problem/Implied Need	0.86	0.36
6: Seek Social	1.83	0.95
7: Give Social	6.11	0.84

Higher % in Imbalance		
A: Seek Proposal	1.77	2.39
F: Conditionality	0.18	1.67
G: Tabling Unspec	7.52	10.62
H: Tabling Spec	0.86	2.39
I: Seek Reactions/Feelings	5.13	6.32
K: Disagree	3.36	3.82
M: Feelings Personal	1.10	3.70
V: Summary	2.02	2.86
W: Seek Situation/Position	14.79	15.75
Y: 'I Need You' Position	0.37	1.07
Z: 'You Need Me' Position	0.67	0.95
4: Need	0.06	1.31
8: Label	0.79	1.67
Little % variation observed		
L: Contrary Statement	0.12	0.12
N: Feelings Corporate	0.31	0.84
3: Constraint	0.92	0.84

This table shows those behaviours that were observed more where the balance of power was stated to be more even between the participants. These include some of the Proposing behaviours but not all and Clarity Testing. Tabling Proposals is observed more in those negotiations for which an imbalance of power was recorded between the participants.

For selected output from Sequan analyses (frequency, mean and standard deviation) of observation data and chi-square analyses see –

- Appendix 10 for Sequan output of each negotiation (individual);
- Appendix 11 for Sequan output of all negotiations (grouped);
- Appendix 12 for Sequan output of negotiations grouped by stage of relational development;
- Appendices 13 to 19 for Sequan output of negotiations grouped by high and low ratings for selected post-negotiation questions (respectively, 13 Success, 14, Commitment, 15 Risk-taking, 16 Effectiveness, 17 Flexibility, 18 Exploration and Inclusion of Tradable Options and 19 Balance of power;
- Appendix 20 chi-square analyses of high and low ratings for success, commitment, risk-taking, effectiveness, flexibility, exploration and inclusion of tradable options and power.

Sequential Analysis

Given the bias in the data towards those more frequently observed behaviours eg., giving positions, justification, confirming/agreeing, supporting and proposals, sequential analysis included the calculation of conditional probabilities. Statistical analysis was conducted for lag one behaviours ie., two behaviours in sequence. This involved the production of transition matrices for observation data (refer Appendix 21 for an example of Sequan output for the grouped set of negotiations) and then conversion of data to contingency tables, both frequency counts and percentages, for each relational stage (see Appendix 22 for a selection of Excel output). Observed sequences of lag one behaviours were then compared by relational stages between the individuals in negotiations ie., inter-personal, through trend analysis (bi-directional). The major findings of this analysis are presented at Table 6.19.

The table illustrates those lag one behaviours that are observed to be higher in Early, Mid and Partner stages. Those behaviours increasing in subsequent stages include Support followed by proposing behaviours (Procedural, Table and Content Unspecific) and Procedural Proposal followed by Support, and Give Situation/Position followed by Proposing (Table and Content Unspecific). Those behaviours decreasing in subsequent stages include Confirm/Agree followed by Clarity Test and Give Situation/Position followed by Clarity Test. Those observed at higher levels in respective stages include Support followed by Support and Give Situation/Position followed by Seek Situation/Position at Early, Seek Situation/Position followed by Give Situation/Position and Table Unspecific followed by Support at Mid and Support followed by Give Situation/Position and Justification at Partner.

Table 6.19 Lag One Sequential Analysis by Relational Stage – Speaker to Speaker

Lag One Behaviours	EARLY (%)	MID (%)	PARTNER (%)
Increases in subsequent relational stage			
Procedural Proposal X Support	0.42	0.67	1.12
Support X Procedural Proposal	0.40	0.55	1.22
Support X Proposal Content Unspecific	0.28	0.44	1.43
Support X Table Unspecific	0.49	0.67	1.17
Confirm/Agree X Clarity Test	0.91	0.28	1.01
Confirm/Agree X Give Situation/Position	1.78	2.05	2.71
Give Situation/Position X Proposal Content Unspecific	0.16	0.72	1.01
Give Situation/Position X Table Unspecific	0.28	0.50	1.06
Give Situation/Position X Give Situation/Position	2.91	3.88	5.63
Give Situation/Position X Justification	2.40	2.55	4.46
Justification X Give Situation/Position	1.82	2.33	2.92
Decreases in subsequent relational stage			
Clarity Test X Confirm/Agree	2.65	2.61	2.23
Give Situation/Position X Clarity Test	2.47	1.77	1.06
Highest in Early Stage			
Support X Support	1.84	1.44	1.49
Confirm/Agree X Seek Situation/Position	1.05	0.11	0.43
Give Situation/Position X Seek Situation/Position	2.69	1.39	1.43
Give Situation/Position X Interruption (any behaviour)	7.98	3.55	5.05
Justification X Interruption (any behaviour)	2.06	1.27	1.75
Interruption (any behaviour) X Support	11.76	3.66	6.80
Highest in Mid Stage			
Support X Interruption (any behaviour)	0.67	1.55	0.53
Table Unspecific X Support	0.63	1.00	0.53
Seek Situation/Position X Give Situation/Position	1.86	2.94	2.18
Give Situation/Position X Support	4.63	7.10	3.29
Justification X Support	1.09	2.38	1.12
Interruption (any behaviour) X Give Situation/Position	1.47	2.99	1.81
Highest in Partner Stage			
Support X Give Situation/Position	10.33	8.92	13.44
Support X Justification	1.92	2.00	2.34
Give Situation/Position X Confirm/Agree	1.15	0.39	1.38

Observed sequences of lag one behaviours were also compared by relational stages within speakers ie., intra-personal (refer Appendix 22). Trend analysis (bi-directional) of the major findings of are presented at Table 6.20.

Again, the table illustrates those lag one behaviours that are observed to be higher in Early, Mid and Partner stages.

Table 6.20 Lag One Sequential Analysis by Relational Stage – Within Speaker

Lag One Behaviours	EARLY (%ages)	MID (%ages)	PARTNER (%ages)
Increases in subsequent relational stage			
Support X Procedural Proposal	1.07	1.14	1.57
Confirm/Agree X Support	0.83	1.25	1.27
Support X Proposal Content Unspecific	1.19	1.02	1.20
Decreases in subsequent relational stage			
Support X Table Unspecific	1.11	1.02	0.37
Clarity Test X Confirm/Agree	3.96	1.93	1.42
Give Situation/Position X Seek Reactions/Feelings	1.07	0.45	0.15
Give Situation/Position X Clarity Test	1.58	1.14	0.67
Highest % in Early			
Clarity Test X Give Situation/Position	1.47	0.45	0.45
Support X Give Situation/Position	11.56	7.27	7.50
Support X Justification	3.37	2.27	2.62
Seek Situation/Position X Give Situation/Position	2.18	0.80	1.12
Give Situation/Position X Justification	2.69	2.50	2.55
Highest % in Mid			
Confirm/Agree X Give Situation/Position	2.77	2.95	1.27
Give Situation/Position X Table Unspecific	0.63	1.14	0.45
Give Situation/Position X Support	4.44	5.68	4.42
Give Situation/Position X Confirm/Agree	1.31	2.39	1.50
Support X Support	2.06	3.30	1.57
Support X Summary	0.75	1.82	0.07
Give Situation/Position X Seek Situation/Position	0.99	1.14	0.67
Justification X Support	1.27	2.16	1.95
Interruption X Confirm/Agree	0.99	2.05	0.00
Highest % in Partner			
Give Situation/Position X Give Situation/Position	3.64	3.18	3.67
Give Situation/Position X Interruption	5.74	3.75	10.49
Justification X Give Situation/Position	2.14	1.48	2.77
Justification X Interruption	1.98	1.48	3.37
Interruption X Support	7.45	4.09	16.57
Interruption X Give Situation/Position	1.47	0.80	2.02

Those behaviours observed to increase in subsequent stages include Support followed by Proposing behaviours (Procedural and Content Unspecific). Those behaviours observed to decrease in subsequent stages include Clarity Test followed by Confirm/Agree and Give Situation/Position followed by Seek Reactions/Feelings. Those observed at higher levels in respective stages include Support followed by Justification in Early, Support followed by Summary in Mid and Justification followed by Give Situation/Position in Partner.

Probability and conditional probability analyses were conducted (see Appendix 22). Comparison by relational stages of conditional probabilities (lag one) is presented at Tables 21 and 22.

Table 21 Lag One Conditional Probabilities by Relational Stage (All Speakers) – Increasing/Decreasing Towards Partner

Lag One Behaviours	EARLY	MID	PARTNER
Increasing towards Partner			
Procedural Proposal X Support	0.2655	0.3273	**0.3645**
Table Specific X Table Specific	0	0.0435	**0.2222**
Defend/Attack X Support	0.2424	0.5000	**0.6667**
Clarity Test X Confirm/Agree	0.5021	0.5614	**0.6354**
Decreasing towards Partner			
Table Specific X Support	**0.2727**	0.2174	0.1111
Table Specific X Justification	**0.4091**	0.2174	0.1111
Seek Reactions/Feelings X Support	**0.2547**	0.2222	0.1923
Give Social X Support	**0.2396**	0.2000	0.1000
Label X Seek Situation/Position	**0.2857**	0.2222	0

Table 21 shows increasing levels of Support following Procedural Proposals and Defend/Attack and the decreasing levels of Support following Tabling and Seeking Reactions/Feelings.

Table 22 shows higher levels of Support following other behaviours in Partner, higher levels of Seeking behaviours followed by other behaviours in Mid and higher levels of testing followed by justifications in Early.

Table 22 Lag One Conditional Probabilities by Relational Stage (All Speakers) – High Scores in Each Stage

Lag One Behaviours	EARLY	MID	PARTNER
Highest in Early			
Support X Give Position/Situation	**0.4886**	0.4128	0.4862
Corporate Feelings X Give Position/Situation	**0.3750**	0.2000	0.3333
Incredulous Test X Give Position/Situation	**0.2500**	0	0
Defend/Attack X Give Position/Situation	**0.2667**	0	0
Constraint X Give Position/Situation	**0.6000**	0.3000	0.0769
Corporate Feelings X Justification	**0.2500**	0	0
Position 'I Need You' X Justification	**0.3333**	0	0.2000
Incredulous Test X Support	**0.2500**	0	0
Rational Test X Support	**0.3333**	0	0
Incredulous Test X Clarity Test	**0.2500**	0	0
Rational Test X Clarity Test	**0.3333**	0	0
Position 'I Need You' X Table Unspecific	**0.3333**	0.1111	0.2000
Seek Justification X Feelings Corporate	**0.5000**	0	0
Give Social X Give Social	**0.3542**	0.3000	0.3000

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6.7.1 Early Stage

This data includes the negotiations that were seen by both partners of the dyad to be at an early stage of development. This includes where the parties have limited experience of each other and where both are looking to improve and further their relationship. The preliminary interview data indicates a more adversarial than collaborative approach taken in their relationships and highlights their transactional focus. It is not surprising, therefore, that perceived levels of trust are lower than that observed in subsequent stages of relational development. Neither is it surprising that power is perceived to be more with the customer. It is usually the seller who is keen to make a sale and, particularly where the other party is perceived to be of high future importance to them, it is conceivable that an outcome would favour the other party, perhaps as a 'sweetener' to encourage future transactions and opportunities.

The pre-negotiation questionnaire data at this stage shows variability in the mean scores between Early and Mid and indicates generally lower mean scores for all statements than do the Mid and Partner stages. The parties appear to be confident in themselves and somewhat less so of the other partner in the dyad. This is indicated in statements about their persuasiveness, risk-taking behaviour, creativity and, marginally, on trust. Furthermore, they perceive themselves to be cautious in their approach to the other party, scoring the lowest of the three stages on the level of risk they plan to take in the negotiation. Their scores for making a financially viable agreement for themselves and the importance they give to developing future opportunities suggests that although they may be keen to strike a deal with the other party, they will only do so if it also meets their short-term goals – indeed, enhancing reputation was stated at its highest level in this stage.

After the negotiation, the Early stage parties scored themselves lower than Mid and Partner stages on the success of the outcome. Mean scores recorded were 4.2 out of a possible 6.0 and is still on the positive side. This may be a reflection of their overall cautionary approach to the other party. Weight is added to this argument with their scoring of the majority of the range of variables considered, eg., commitment to the agreement, trust, risk-taking, flexibility, etc, which are all lower than other stages. Moreover, comparison of the pre- and post-negotiation data would seem to indicate they have a different view of the other party after they had negotiated than they did before. They scored typically slightly higher on the perceptions of their own persuasiveness and trust and slightly lower on their perceptions of risk-taking and creative behaviours. They also re-graded their ratings of the other party's perceptions on these variables – they perceived more risk-taking, creativity and persuasiveness in the other party as well as perceiving the other party had more trust in them.

Interestingly, the Early stage rated lower scores after the negotiation for the needs of both parties to make a financially viable agreement, meet requirements, develop future opportunities and their relationship. This may well reflect their slight down-grading of the level of perceived common ground between the parties. The balance of power also appears to have changed from being more with the other party to being marginally more with themselves at 52.5%.

The observation data also indicates some important differences which give further support to the findings reviewed above. Content analysis shows much lower proposing behaviour at the Early stage as well as less identification of problems or needs and constraints the parties have in their organisations. More disagreeing was observed during the negotiation and the parties asked considerably more questions than do either of the other stages. It is clear from this data, in light of previous comments made about levels of creativity and trust, that the role of the negotiation is to find out more information, both factual and personal, about the other party's position while limiting the range of issues on which they were prepared to reach agreement.

Furthermore, it seems probable that the range of issues were limited to those on which they had already undertaken preparatory work. It appears likely that the information they gleaned from the other party was not entirely all they had expected, given the re-grading of their outcome expectations for the future of the relationship, albeit at a transactional level. Lag one sequential analyses and conditional probabilities give some support to this contention given the higher levels of clarifying behaviour observed after giving positions and, similarly, higher levels of seeking positions following other behaviours.

6.7.2 Mid Stage

This data includes the negotiations that were seen by both the buyer and seller to be at a more developed stage than Early but less so than Partner. These parties had generally greater experience of buying and selling with each other and were keen to develop their relationship further. The stage sees the greatest variation in the data which, at first sight, appears to be at odds with statements the parties make in wanting to develop the relationship towards the Partner stage.

The first point to note is the apparent confusion in one negotiation between the buyer and seller parties. In this negotiation data the buyers perceive themselves to have a more advanced relationship than the sellers. Indeed, this confusion could have explained some of the variation in the elements of the questionnaire data and the differences observed in verbal behaviours.

The preliminary interview data at the Mid stage indicates the long-term focus the parties have of their relationship with each other, even though they are more focused on transactions, pricing and moving the other party through the buying cycle. A driver for this may well be that they feel the relationships they have with other organisations are further developed and closer than that they perceive themselves to have with the other party – perhaps a guiding philosophy of 'so near and yet so far'. Pre-negotiation data indicates they are the least happy with their preparation and planning for the negotiation, having the lowest perceptions of their persuasion skill, risk-taking behaviour, trust and creativity. Nonetheless, their scores for the other party on these variables indicate they perceive themselves to be the more skilled. This also seems to be reflected in their estimation of their power balance, which, at 61.4% (see Table 6.5), is the highest stated for all three stages both pre- and post-negotiation. They also score marginally lower than the other stages on their needs to make a financially viable agreement although score the needs of the other party even lower. This supports the preliminary interview data on the focus of the relationship being transactional. Furthermore, this suggests that while they may be committed to the relationship, as indicated by their score for its strategic importance of them, they are also engaged in a struggle to maintain the upper hand in its future direction.

After the negotiation, questionnaire data indicates the negotiation was more successful than that perceived at Early but less than Partner. The parties scored themselves lower than the other party on creativity but again higher on trust, openness, flexibility and risk-taking behaviour. Scores were generally higher for both parties than in the pre-negotiation data. This suggests they had exchanged sufficient information to feel they had moved closer to the other party. This is supported by the increased score they give of the importance to making a financially viable agreement for the other party, observed to be at a higher level than that which they score for themselves. They are still highly focused on an agreement which ensures they meet their terms and requirements. Their perception of the amount of common ground between the parties remained unchanged but the balance of power was observed to have increased to 62.1% in their favour (see Table 6.5).

Negotiation observation data indicates a lower level of information exchange on positions and supporting of the other party than the other two stages. They engaged in considerably more proposing behaviour than the Early stage and raised more options for agreement than both the Early and Partner stages. They sought less clarification on issues raised by the other party and disagreed less. Indeed, on the latter behaviours they were closer to the pattern observed in the Partner stage. This stage was observed to have the most summarising and posturing behaviour ('I need you' and 'you need me'), which are considered to contribute to the increased level of power balance commented on above. The negotiation was also more 'touchy-feely', with the parties giving more information on their personal and organisations' feelings and seeking the reactions and feelings of the other party.

This pattern of behaviour suggests the parties felt they knew a considerable amount already about one another and were at the negotiating table primarily to reach agreement on specific issues which would lead towards a more profitable future ie., supporting the questionnaire data of a transactional focus. Sequential (lag one) analyses confirm this by the considerably higher levels of tabling (and other behaviours) followed by supporting observed, however, conditional probabilities sheds further light on this. This analysis reveals that the parties engage in higher levels of seeking behaviours, relative to other stages of relational development, suggesting the parties are looking for more information to develop future opportunities.

Overall, the data suggests the parties, having completed the negotiation, were confident in their performance and feel the other party is as committed as they are. They do, however, seem to be unsure on how to develop the future relationship or cautious in doing so (exhibited through the feelings behaviours), since they are also knowingly engaging in relationships with others which may be more attractive and are in a more advanced stage of development and hence more 'profitable'.

6.7.3 Partner Stage

This data includes the negotiations that were seen by both partners in the dyad to be at an advanced stage of relational development. The parties had considerable experience of dealing with each other and were looking to further enhance and build on their existing relationship in the current negotiation. These parties were committed to the success of the ongoing relationship through the negotiation process.

In all data at this stage there was less variation observed which may be partly due to the relatively lower number of negotiators and negotiations from which data was collected. Nonetheless, all parties at this stage indicated a high level of agreement with a range of statements in the preliminary interviews. They were more collaborative and trusting than the Early and Mid stages and considered the other party to be of the highest strategic importance to them. This is supported by the statement about their other general relationships which tended to be more arms-length. The relationship they have with the other party is relationally focused and the balance of power was perceived to be approaching an even level between buyers and sellers. The pre-negotiation data indicates the highest scores for all variables with the exception of the statement on the importance of making a financially viable agreement for themselves. This was scored marginally above the Mid stage but somewhat lower than the Early stage. They also scored marginally the lowest on the importance of enhancing their reputation. The data is clearly biased towards the longer-term focus the parties have for their relationship, scoring the highest of the stages on the need to develop future opportunities.

Post-negotiation, the parties were wholly committed to the agreement they had reached (scored a perfect 6.0). They also felt they had achieved a financially viable solution, including many of the options they had identified during preparation, at least, more so than in both the Early and Mid stages. They scored the highest on the success of the outcome for both themselves and the other party, as they did on trust, openness, flexibility, risk-taking behaviour and creativity. Indeed, the data clearly indicates a mutual respect on these issues between the parties demonstrating that they are 'close', again reflected in their scoring of various negotiating skills (Table 6.4). This is further supported by the high score given (at 5.4) for their perceptions of the level of common ground. Nonetheless, their perceptions of the other party appear to have changed after the negotiation – they trust one another more and perceive themselves to be taking less risk. Although they consider the negotiation to have been successful and that they were effective in the meeting, the pre- and post-negotiation comparison indicates they scored slightly lower on financial viability of the agreement but higher on the development of future opportunities. This further supports the notion of their future commitment to the ongoing relationship.

The negotiation behaviour illustrates that the parties exchanged the highest level of position information and supporting to that observed at the Early and Mid stages. This would imply that these are important aspects of the ongoing relationship. This stage saw also the highest levels of proposing behaviour although the relative level of tabling new issues would indicate proposing focuses on less options. Nonetheless, the level of proposing observed is almost three times greater than that observed at the Early stage which indicates their keenness to reach a satisfactory agreement. The stage saw the highest levels of identifying problems and implied or actual needs and constraints in their organisations as well as the lowest levels of disagreeing and questioning behaviours. Whilst summarising and posturing behaviour was observed to be higher than Early, this was at a lower level than Mid. This would indicate that such behaviours are necessary to reach a successful outcome in maintaining and building towards further relational development but that there is a fine balance in their optimisation. This supports the contention that even though integrative in their overall behaviour, some competitive behaviour is used and, indeed, necessary in order to reach a satisfactory outcome.

Sequential (lag one) analyses indicate an interesting finding in that proposing (Procedural, Content and Tabling both Unspecific and Specific) behaviours follow supporting, suggesting the partners in the dyad propose only when a conducive atmosphere has been established between the individuals. Similar behaviour patterns are also observed in the Early and Mid stages but not at the frequency observed in this stage. Indeed, conditional probabilities analysis reveals the Partner stage uses higher levels of supporting following a range of other behaviours than both other stages.

Taken holistically, data analyses lends tentative support to the contention that as relationships develop towards partnership, interactions become increasingly integrative and the parties become closer.

6.7.4 Further Analyses

Analyses of data based on response to specific post-negotiation questions are clearly linked to the analysis of data by relational stage. Nonetheless, the regrouping of observations based on a subset of the findings does enable micro-analysis and aid further interpretation of the data. This process also enables some contextualisation of negotiations based on the characteristics and preferences of the individuals involved, although research has not specifically controlled for this given its use of naturalistic data as described throughout the preceding chapter.

Analysis of behaviours by outcome success supports the general patterns observed in the relational data. For example, proposing, including procedural, content and tabling, is used almost 50% more in those negotiations that are considered to be successful, as are statements about personal feelings and constraints. Success is, therefore, seen to be linked to agreement on a broad range of issues, rather than a narrow range.

Negotiations that are considered by participants to be less successful include more questioning behaviour (clarifying and seeking positions) as well as more social and 'aggravating' (defend/attack, 'you need me' postures and gratuitous self-praise) behaviours. Discussion of the Early stage suggests clarifying behaviours are nonetheless necessary to developing the relationship. It would seem, however, that too much clarifying may have the reverse effect, reducing outcome success, at least relative to short-term goals. This would seem to suggest an over-reliance on this behaviour possibly because participants use it for reasons other than test understanding, such as filling in time to enable more thinking space. Sequential (lag one) analysis indicates that similar levels of clarity testing followed by confirming behaviour are observed in all stages of relational development, albeit slightly more in the Early stage.

In the Early stage, however, the greatest level of clarity testing follows giving positions/situations. This adds weight to the contention that behaviours are used to develop understanding rather than filling in. It may, however, be a reflection on insufficient preparation for the meeting, as indicated in the earlier analyses, or that the individuals involved had less in common than they were prepared to state.

Analysis of observations grouped by high and low ratings for commitment, which is an important characteristic of longevity in business relationships, has highlighted a similar pattern to that of outcome success, although the observations included are noted to differ by just two negotiations (see Table 5.16). Nonetheless, the differences between the high and low rated observations indicate yet further distance in clarifying behaviour, adding weight to the contentions made above.

Analysis of risk-taking, again representing a different grouping of observations, indicates specific tabling, conditional proposals and seeking reactions occurred almost 50% more in negotiations given a high rating by participants. Similarly, clarifying and seeking positions are behaviours associated with high ratings. This supports the relative lack of information and knowledge that is likely to exist between the parties, particularly at Early stages of relational development and which may well be seen to undermine the development of a relationship. Behaviours that occurred in negotiations rated for low risk-taking were other forms of proposing (procedural, specific and unspecific content and tabling). This suggests that while introducing new issues and ascribing them specific values is risky, the making of proposals is generally seen to reduce risk. This, again, seems probable since bargaining behaviour is considered to be the heart of negotiation, as extensively reviewed in chapter 2.

Effectiveness again emphasises a pattern similar to outcome success and commitment. With disagreeing being observed more in lower rated negotiations, it is, however, probable the behaviour is seen to undermine relational development. Similarly, personal feelings, again seen more in lower rated negotiations, may well be considered to 'get in the way' of developing a relationship. One reason for this may be the need to ensure a professional, rather than personal, footing for building the relationship.

The behaviour pattern highlighted by the analysis of negotiations rated high and low on flexibility is also interesting. Behaviours seemingly associated with low flexibility are clarifying and seeking reactions and positions as well as social behaviours. Here the suggestion is that these behaviours really are seen as being non-productive in terms of achieving the goals set out either explicitly or implicitly by the individuals involved. Conversely, proposing, which reduces risk, and a wide range of other behaviours – more than any other grouping for analysis – indicates flexibility in reaching agreement (eg., feelings, disagreeing, giving needs and specifying constraints). Thus, risk-taking and flexibility are not seen to be closely related. This alludes to the important role played by skill and/or experience in using a wide range of behaviours in negotiations.

It is unsurprising that analysis by exploration and inclusion of tradable options indicates those negotiations rated higher include more proposing although the levels observed are relatively lower to other analyses. This may, however, be a reflection on the grouping of observations which, once again, differs from other analyses. It may, however, also indicate this aspect is less important to the parties during their discussion than establishing or developing the relationship for some longer-term goal.

Analysis of balance of power suggests that those behaviours associated with a more even balance of power distributed between the parties, as in the Partner stage, are characterised by higher levels of clarifying and proposing content. Those negotiations where power was unevenly distributed, typically the Mid stage, indicates more tabling of issues, more feelings, more questioning (seek proposal, reactions, positions) and more posturing ('I need you', 'you need me'). This seems somewhat contrary to the finding that seeking behaviours are seen to be associated with risk-taking, as described above. A possible explanation for this is that although asking questions may indicate a lack of knowledge at face value, it also intimates greater knowledge because questions are perceived to be strategic and information gleaned may be seen as threatening to the stability of the parties or individuals. The initial tabling of issues is, however, a more obvious behaviour to be associated with power, as indicated in the literature review, since being the first to specify an option automatically imposes some bounds for any agreement ultimately reached.

6.8 EXTERNAL VALIDITY

The findings on the range of issues discussed and reviewed in this chapter by the instruments developed for the current research are broadly congruent with the contentions made by previous researchers of negotiation using a range of different analytical techniques. Thus, the research is theoretically connected, providing a measure of external validity, described by Miles and Huberman (1994) as 'theoretical validity'. This falls somewhat short of the nomic generalisation expressed by Kaplan (1964) wherein the same findings are always replicable under similar conditions. Neither does it completely satisfy the idiographic generalisation described by Lincoln and Guba (2000) wherein the phenomena are only observable in the particular context. Indeed, the research design has been considered throughout the processes adopted in order to enhance the generalisability of the findings. In fact, Lincoln and Guba propose that generalisability in the context of qualitative research becomes a 'working hypothesis', the issue being one of transferability and fittingness to similar situations, rather than generalisation per se.

Generalisation of the current research is, therefore, problematic given its sampling frame and case-based nature. The theoretical validity expressed, however, does provide an important measure of support to the argument that the research findings are transferable which, in turn, enables extrapolation of the findings to future studies. For example, in the current research, a number of propositions were identified from existing work on negotiations (refer chapters 2, 3 and 4) in various environmental settings. Preliminary analysis of the data lends varying degrees of support for these propositions. In particular the observation data has tested to be statistically significant, eg., as the negotiating parties move from the Early to Partner stages, an increase in proposing behaviours and a decrease in clarifying behaviours is seen, indicating a measure closeness between the parties. This pattern of behaviour is broadly congruent with extant theories of buyer-seller relationships and, thus, helps to confirm the external validity of the research instrument used in analysing the negotiation observations as a valid measure for negotiations in the context of business-to-business relational development, as specified in figure 4.1. As such, it will provide a useful tool for further work in exploring the nature of negotiation patterns that lead to successful outcomes.

6.9 CONCLUSION

This chapter has reviewed the research findings from the interview, questionnaire and observation instruments developed. Distinct patterns have been observed in the data collected using these instruments which are considered to be broadly congruent with extant theory. Previous research has been based, however, only on negotiation simulations or intelligent extrapolation from managers, consultants and researchers. This is the first study, therefore, that has managed to capture and confirm negotiating behaviour in the context of modern business relationship development.

A number of propositions were identified from existing work on negotiations (refer chapters 2 and 3) in a range of different environments. Preliminary analysis of the data provides varying degrees of support for these propositions and, for example, observation data in particular is shown to be statistically significant illustrating that as the negotiating parties move from the Early to Partner stages one sees, eg., an increase in proposing behaviours and a decrease in clarifying behaviours.

In particular, data analysis lends tentative support to the contention that as relationships develop towards partnership, interactions become increasingly integrative and the parties become closer. Moreover, distillation of the evidence shows strong support for the conceptual model proposed as the research domain in chapter 4 (see figure 4.1). Findings from analysis of the Partner stage dyads supports the contention that even though their overall behaviour is integrative, the parties do use some competitive behaviours. This is considered to be necessary in negotiations since the parties are, even at advanced stages of relational development, required to reach a satisfactory outcome which is, ultimately, profitable at some level to both buyer and seller partners.

The findings extend current thinking in the advanced relational development ie., Partner, context. The study provides empirical evidence of the nature of, particularly, the conducive atmosphere built in the negotiation process between the buyer and seller dyadic partners. The sequential data reveals the partners achieve this by using supporting behaviours following a wider range of other behaviours than shown to be the case in other stages observed in this study.

In addition, the findings provide the basis for extended consideration of one of the more problematic areas of relational development. That is, how the partners of a dyad could explore their relationship to move closer to the Partner stage by using appropriate patterns of behaviour. For example, the findings of analysis of the Mid stage reveals that, in fact, the partners act apparently more competitively in their use of bargaining behaviour at this stage than any other stage. This also supports the conceptual model proposed at figure 4.1 which highlights the danger in exchanging information in relationships where the parties are unwilling or unable to expose vulnerabilities. By recognising and adapting their behaviour, therefore, one could speculate that partners may overcome difficulties in building profitable relationships more quickly or, at least, to their greater satisfaction. Furthermore, it is possible that more successful outcomes could be reached in specific negotiation episodes, such as those observed for the research study.

It is difficult to demonstrate or, indeed, prove a relationship between outcome success and the behaviour patterns observed in this study even though this is inferred. Nonetheless the pattern of agreement with previous research helps to confirm the external validity of the research instrument used in analysing the negotiation observations as a valid measure for the business-to-business relational development domain specified in figure 4.1. As such, it will provide a useful tool for further work in exploring the nature of negotiation patterns that lead to successful business negotiation outcomes.

CHAPTER 7

SUMMARY AND CONCLUSIONS

CHAPTER 7 : SUMMARY AND CONCLUSIONS

7.1 INTRODUCTION

This study has investigated the nature of information exchanged between buyers and sellers during negotiations in the context of evolving business relationships and characterised negotiator behaviour at stages of relational development. Through the development of a content analytic observation coding mechanism supported by interview and questionnaire instruments, behaviours have been identified for application to business-to-business negotiations. It is the first study that has used real-life negotiations to confirm negotiating behaviour in this context. The primary findings of the research are detailed in the previous chapter. The current chapter summarises these findings, posits managerial applications and implications, and concludes the study. Limitations of the research project undertaken and review of further research needed are also outlined.

7.2 SUMMARY OF FINDINGS

7.2.1 Background to the Study

Relationship marketing has evolved due to a number of convergent trends (chapter 2) –

- the recognition of some customers being more profitable than others;
- the move towards retention of customers, rather than acquisition of new;
- the development of the just-in-time concept, leading towards greater openness between buyers and sellers;
- the move from commodity-based transactions to speciality business and higher value-added products, leading towards closer relationships resulting from the need for more detailed products specifications;
- the growth in outsourcing, necessitating 'co-makership' agreements that require involved negotiation and conflict resolution processes and, ultimately, leading towards mutually beneficial outcomes.

This, in turn, has emphasised the need for, eg., open-book accounting and transparency of operations, leading to a greater understanding of business relationships and their development such that benefits are longer-term. Coupled with this, there has been increased interest in inter-personal interaction and, particularly, those core competences and skills which result in effective relational development.

Existing research places much emphasis on understanding the holistic development of relationships and in implementing strategies to achieve relational development. Simultaneously, researchers identify the importance of communication and the transfer of knowledge between buyers and sellers. The most important skill required of individuals engaging in these processes is face-to-face negotiation. Little is known, however, about the nature of negotiations in this context.

To address this gap, an extensive review of negotiation literature was conducted. The approaches taken to negotiation represent extremes of a continuum – integrative negotiations are where the parties seek to 'expand the pie' of issues; competitive negotiations are where the parties seek to divide a 'fixed pie' of issues. The common denominator identified from the review of factors impacting on successful outcomes is, however, that of information exchange. Given the many possibilities for information exchange, it was posited the nature of information exchanged between buyers and sellers and the characteristics of negotiator behaviour that varies at different stages of relational development. An investigation was needed in order to identify elements of negotiations which differ in longer-term relationships; the process of information exchange in sales negotiations; and, the relevant characteristics of buyer-seller behaviour. The review of literature also highlighted two key considerations – firstly, the importance of the research design and, secondly, the development of an appropriate instrument by which to analyse inter-personal behaviour during negotiations. Consequently, the findings would contribute three key benefits. These are –

- to add to the theory of negotiations and extend knowledge on relationship development;

- to provide a means for the analysis of face-to-face negotiation skills; and,
- to enable the development of more effective and efficient real-life business relationships.

From the issues outlined above, the following research objectives were addressed based on a multilevel case-based research study –

- to identify the nature of the differences in information exchange between competitive and collaborative negotiation processes when the buyer-seller focus is longer-term;
- to explore the impact of the process of information exchange on negotiation outcomes;
- to identify the issues negotiated at different stages of the buyer-seller relationship;
- to identify the characteristics of negotiator behaviour at different stages of the buyer-seller relationship;
- to examine the differences in perceptions of buyers and sellers during negotiations; and,
- to evaluate the validity of the instrument developed to analyse negotiator behaviour based on the above findings.

7.2.2 Summary of Results

Before negotiation behaviour could be investigated, a content analytic observation coding mechanism needed to be developed and tested. The first significant result, therefore, was the creation of a reliable and valid instrument that could be used to analyse negotiation behaviours. The mechanism devised comprises some 36 behaviour categories which tested highly reliable at a level of .953 (Spearman Correlation) with two judges. Internal validity of the instrument is deemed to be high given its development based on existing mechanisms and, therefore, broad congruity with extant theory. Previous research has been based, however, on negotiation simulations or intelligent extrapolation from managers, consultants and researchers. This is the first study, therefore, that has managed to capture and confirm negotiating behaviour in the context of modern business-to-business relationship development.

The research aims and objectives outlined above were broken down into a series of analyses on the case-based data subsequently collected. These are summarised in Table 7.1. These resulted in the development of research propositions since the research design is primarily qualitative in nature and, therefore, did not lend itself to development of hypotheses (refer section 4.2 page 135).

The table provides an overview of the investigations undertaken and a summary of the findings by way of commentary on the research propositions examined. The investigations undertaken comprise, primarily, of the analysis of observation data using the content analytic coding mechanism that characterises this research.

Table 7.1 Summary of Analyses Conducted

Research Aims and Objectives	Investigations Undertaken	Comments
To identify the nature of the differences in information exchange between competitive and collaborative negotiation processes when the buyer-seller focus is longer-term.	Content analysis of the range of behaviours observed differ at stages of relational development. Sequential analysis of behaviours observed.	Statistically significant differences between relational stages of Early, Mid and Partner observed in data. Less Bargaining behaviour (proposing) observed in Early than Partner, most issues raised in Mid, most bargaining behaviour observed in Partner.
To explore the impact of the process of information exchange on negotiation outcomes.	Content analysis of behaviours observed differ with ratings of successful outcome.	Bargaining (proposing behaviours) is important to outcome success in integrative negotiations ie., Partner stage. Clarifying behaviour during the negotiation is important to outcome success but observed less in integrative negotiations. Range of giving and seeking behaviours show distinct patterns at Early, Mid and Partner stages. Personal information (social behaviours) given during the negotiation is important to outcome success – more observed in Early and Mid stages of negotiations. More emotive (feelings) behaviour in Mid than Early, least emotive behaviour observed in Partner.

To identify the issues negotiated at different stages of the buyer-seller relationship.	Content analysis of the range of behaviours observed differ at stages of relational development. Sequential analysis of behaviours observed.	More issues (table proposals) raised at Mid stage, fewest at Early stage. Climate of support developed at Partner stage. More questioning behaviour at Early stage, reflecting fact finding objectives of parties.
To identify the characteristics of negotiator behaviour at different stages of the buyer-seller relationship.	Perceptions of personal characteristics of negotiation skills vary at stages of relational development. Negotiation behaviour varies at stages of relational development.	Proven through summary and descriptive statistics.
To examine the differences in perceptions of buyers and sellers during negotiations.	Perceptions of the importance and closeness of the partner in the dyad and other relationships differ at stages of relational development. Perceptions of trust, risk, commitment, effectiveness, flexibility and power vary before and after negotiations.	Statistically significant differences observed in the observation data.
To evaluate the validity of the instrument developed to analyse negotiator behaviour based on the above findings.	Statistical tests of reliability. Assessment of congruence of findings from analyses with extant theory.	High internal validity and reliability assessed (inter- and intra-judge at .806 and .952) for application of observation instrument. External validity proven through theoretical connectedness.

Analysis clearly indicates distinctions between the relational stages identified as Early, Mid and Partner. The pattern of information exchange observed during the negotiations confirms the 'distance' between the relational stages as reported in existing research. This is strongly supported by the interview and questionnaire data which enhances understanding of the objectives specified by the parties for their respective interactions.

For example, it is noted that although more proposing behaviour is observed in the Partner stage, this is, in fact, based on fewer issues than that of the Mid relational stage. This clearly reflects the tighter focus expressed by the parties for the relationship. In contrast, the Early stage sees more positioning behaviour (giving and seeking) as each party establishes the future potential of the other. The Mid stage exhibits rather more complex behaviour which in itself indicates the nature of this stage of relational development. The literature suggests this stage is difficult because the parties are often unsure how to proceed to maximise the future potential of the relationship.

In particular, findings lend support to the contention that as relationships develop towards partnership, interactions become increasingly integrative and the parties become closer. Moreover, distillation of the evidence shows strong support for the conceptual model proposed as the research domain in chapter 4 (refer figure 4.1). For example, the Partner stage dyadic data indicates that even though overall behaviour is integrative, the parties still use some competitive behaviours. This is necessary since the parties are, even at advanced stages of relational development, required to reach a satisfactory outcome to interaction episodes which, ultimately, leads to more profitable relationships.

The research findings extend current thinking in the advanced relational development ie., Partner, context. The study provides empirical evidence of the nature of, particularly, the conducive atmosphere built in the negotiation process between the buyer and seller partners. The sequential data reveals that the partners achieve this by using supporting behaviours following a wider range of other verbal behaviours than shown to be the case in other stages. In addition, the findings provide the basis for extended consideration of one of the more problematic areas of relational development. That is, how the partners could explore their relationship to move closer to the Partner stage by using appropriate patterns of behaviour. For example, findings for the Mid stage reveals that, in fact, the partners act apparently more competitively in their use of bargaining behaviour than at other stages. This also supports the conceptual model proposed at figure 4.1 which highlights the danger in exchanging information in relationships where the parties are unwilling or unable to expose vulnerabilities. By recognising and adapting their behaviour, therefore, the partners may overcome difficulties in building profitable relationships more quickly or, at least, to their greater satisfaction. Furthermore, it is possible that more successful outcomes could be reached in specific negotiation episodes, such as those observed for the research study.

The differences explicated have been shown to be statistically significant and the patterns observed are broadly congruent with extant theories, providing a measure of theoretical validity to the research processes adopted. Thus, the research instruments have been shown to provide a means to analyse inter-personal interactions in the context of business-to-business relational development. The findings of this research, therefore, offer major insights into the nature of exchange at differing stages of relational development.

7.3 MANAGERIAL APPLICATION AND IMPLICATIONS

The results of the literature review highlight the benefits that parties can expect from engaging in close relationships with each other, namely, improved financial and market performance. This is not without cost, indeed, the resource investment by organisations into relational development is reported as being significant. Thus, any means by which performance of individuals and organisations can be improved is of major interest to industry. One of the key skills identified throughout the various bodies of classic marketing literature is that of negotiation – it is a core competence and skill expected of managers engaging in these processes.

Development and application of the content analytic negotiation observation mechanism and supporting research instruments strongly supports the differences stated in the literature to exist at stages of relational development. The research findings add considerable understanding to the nature of information exchange at these stages and, in addition, confirm how the participants in the research use the information exchange process to achieve successful outcomes to their negotiations, as outlined above. The validity of the research instruments, therefore, enables the research findings to be tentatively extrapolated to other parties and negotiation situations in order to both enhance and improve outcomes. This is achieved by providing substantive support to enable development of training programmes which encompasses the research findings, specifically, by –

- providing better clarification of theoretical models of relational development and inter-personal interactions between buyers and sellers;
- providing confirmation that behavioural patterns differ in successive stages of relational evolution, offering the opportunity to adapt individual behaviour in order to meet the objectives specified for a particular relationship;
- giving insights into sequences of behaviour in order to develop an appropriate climate for exchange between the parties;
- identifying the changes in perceptions that occur before and after negotiations, thereby highlighting areas that may be prepared and planned for in order to achieve a more optimal negotiation; and,
- providing a reliable means for organisations and individuals to analyse their own inter-personal interactions with a view to addressing the points raised above.

7.4 LIMITATIONS

Methodological and theoretical limitations have been addressed throughout this thesis. Two key issues pertinent to this research require further consideration – specification error and external validity.

7.4.1 Specification Error

Industrial business (buyer-seller) behaviour encompasses a wide range of activities. To examine the nature and processes of inter-personal interaction required the selection of a particular aspect of a model and theory for operationalisation. Negotiation was identified as an appropriate interaction mode in order to analyse information exchange between buyers and sellers. This is, however, one of many different means of communication between organisations and, as such, is recognised to be a limitation to the investigation. The research was consciously restricted to this type of episodic exchange. Although the organisation was considered at an holistic level, only one aspect of the exchange process could be practically selected for investigation through primary research. Nonetheless, the aspect chosen is widely identified as being one of the most important managerial exchange processes.

7.4.2 Assessment of Validity

Three types of validity concern the conclusions drawn from the current research context (refer eg., section 3.4.2) –

(i) internal – concerns the representativeness of the classification scheme developed;

(ii) construct – concerns the interpretation of operational variables in terms of theory;

(iii) external – the extent of generalisability to different contexts.

Results presented are both practically and statistically significant. Internal validity was addressed through rigorous testing. Construct validity has been assured through the development processes adopted and validated for the research instruments.

External validity is the weakest form in this research in the extent to which findings can be generalised across different populations and times. The research utilised a cross-sectional sample of a small number of dyadic cases and examined only one aspect of the relationship ie., face-to-face negotiation. This limitation has been addressed by selection of a purposeful heterogeneous sample, selected on the basis of representativeness. Gomm et al (2000) argue, however, that *"even though probable relevant heterogeneity may be considered and cases selected based on relevant theory and information known about the case, this assumes knowledge and availability of information on the phenomena of interest"* (p 105). Therefore, the representativeness of the sample will depend on the accuracy of the theories underlying the relationship marketing paradigm which are central to the current research.

The content analytic observation coding mechanism was thoroughly tested in its development stage and is based on a number of works into negotiation. Application of the instrument was then extended to the modern business context of relational development utilising the range of relational types identified in the literature. Preliminary interviews and pre- and post-negotiation questionnaires were used to supplement and provide context to the observation data collected. Furthermore, although only one aspect of the relationship was considered, the sample included representation from a variety of industry types and used naturalistic data.

It is pertinent to add that, even though external validity is considered to be limited, some authors, particularly in the context of qualitative research, argue that this is unimportant (eg., Denzin, 1983, Geertz, 1973). Schofield (2000) states in this context that conclusions from or aspects of qualitative research can, nonetheless, stimulate further research of both a qualitative and quantitative nature.

Thus, although a moderate level of external validity is recognised in the current research, it is considered to be sufficient.

7.5 FURTHER RESEARCH

The results from the observation of negotiations in the research domain are exploratory and, therefore, further investigation needs to be carried out in order to improve the validity and generalisability of the study. The further development of sequential analytic techniques such as more powerful computer software would also enhance the ability to investigate this research domain. In addition, such research needs to examine the dyads' particular context in order to develop an understanding of the impact of the negotiation interaction on the development of each partner's business, its culture and relationships with others. In this way, a deeper understanding of how organisations can build detailed strategies to meet broader objectives for growth through development of customer-supplier partnerships is possible.

It would also be valuable to develop the pre- and post-negotiation questionnaire instruments to incorporate more detail for the constructs of trust, risk-sharing, flexibility and power. These are of interest to industry in the relational development context and are observed at different levels in the data obtained for the current research, albeit of secondary interest in the study. If, for example, a causal relationship could be established between these constructs and successful outcomes of the negotiations they surround, organisations could implement competences training with a tighter focus to those specific aspects of negotiator behaviour deemed relevant to particular business relationships. In other words, this would lead to more effective and efficient allocation of resources.

To increase generalisability, research could also incorporate and examine multi-cultural business relationships. Many organisations now find themselves with an increasingly diverse workforce and operating in an international business environment, facilitated, for example, by the rapid growth of technologies. Research could consider the important aspects of inter-personal and inter-organisational culture as well as national cultures.

Finally, research could be conducted into non face-to-face inter-personal interactions in order to establish whether the patterns identified in the current research are replicated across other modes of inter-personal and inter-organisational communication. The term 'integrated marketing communications' is often bandied in the context of consumers as being beneficial to the effective and efficient marketing of products and services. It is interesting and speculative to contend there are benefits of a similar approach to business-to-business relationship development.

7.6 Conclusion

Trends in the move towards retention of business customers, greater openness and closer relationships between organisations and 'co-makership' agreements leading towards more mutually beneficial outcomes have resulted in increasing focus on relationship marketing activities. This emphasises the strategic importance of inter-personal relationships of which negotiation is identified as a core managerial competence.

Negotiation is found to have two distinct approaches – the collaborative approach wherein the parties seek to build solutions by 'expanding the pie' of issues and the competitive approach wherein the parties seek to divide a 'fixed pie' of issues. These are seen as two ends of a continuum. There are, therefore, many points along the continuum which encompass both approaches.

The current research domain has melded together the evolution of relationships and approaches to negotiation to consider the nature of inter-personal interaction between buyers and sellers in a modern business context. Clearly, outcome success increases in importance to the negotiating parties as relationships develop into partnerships and resource investment increases. The findings from the current research indicate distinct patterns of negotiator behaviour at different stages of relational development. This has important implications for the development of theory in this field as well as for the behavioural stances adopted by individuals engaging in negotiations. Thus, the findings can aid decision-making in developing business relationships and also provide a means of recognising individual negotiator competences. This leads to more effectively targeted preparation and planning for interactions as well as skills training and, ultimately, outcome success.

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APPENDICES

APPENDIX 1(A)

BOUNDARY RULES FOR CODING DATA INTO CATEGORIES

- ***PROPOSING / GIVING POSITIONS***

  A Proposing behaviour can be written into a contract as a specific.

  "For the next 2 months we should continue at a price of £30."

  A Positional behaviour states in general terms what the party is prepared to do.

  "We are prepared to concede on lowering volume for higher margin."
  "We would anticipate funds being available to marketing this product."
  "We have additional capacity there."
  "We are happy to consider this issue."

- ***GIVING POSITIONS / GIVING NEEDS & PRIORITIES***

  A need or priority is a statement of requirement which could become part of a contract as a specific.

  "We would need support on marketing."

  A Position is more general.

  "Marketing... that's something we might look at."

  If in doubt, I would be inclined to mark it down as a Position.

- ***GIVING REASONS & PROBLEMS / DISAGREEING***

  A Reason & Problem behaviour is a justification for another behaviour such as a Position, Need or Proposal.

  "... however, we do have another customer." - Reason for earlier Position statement.

  "I am sure you understand our concerns that such a narrow distribution that leaves us with a potential risk at some stage in the future." - Reason for an earlier Position statement on widening the distribution base.

  Disagreeing is an explicit statement of disagreement on the issue without support of a reason.

- ***SEEKING NEEDS & PRIORITIES / TESTING UNDERSTANDING***

  Seeking Needs & Priorities is a behaviour which seeks to establishes a specific requirement from another person.

  "Which are the major areas for you?" - seeking to prioritise between a list of issues.

  Testing Understanding seeks clarification on an issue discussed earlier.

  "So, the last 2 are the major areas for you." - seeks to clarify an understanding that the last issues are the most important.

- ***SEEKING NEEDS & PRIORITIES / SEEKING POSITIONS***

  Seeking Positions seeks to establish in general terms how the other party views an issue.

  "How does your organisation feel about marketing support for this product?"

  Seeking Needs & Priorities seeks the specific.

/

"Does your organisation need marketing support on this product?"

- ***SEEKING NEEDS & PRIORITIES / SEEKING PROPOSALS***
  Seeking Proposals seeks detail on an issue which may be later written into a contract.
  "How much marketing support would you like?"
  Seeking Needs & Priorities seeks to establish the requirement of an issue.
  "Do you need marketing support?"

APPENDIX 1(B)

TRANSCRIPT DATA FROM HUTHWAITE RESEARCH LIMITED'S NEGOTIATION SKILLS TRAINING PROGRAMME

19 TO 22 FEBRUARY 1997

EXAMPLES OF CODED DATA FROM FUELBOOSTER (PART 1) ROLEPLAY

No = transcript id

PROCEDURAL PROPOSALS

1 Welcome to Motorparts, gents - over to you.

16 We can come on to that - we're making notes as we go along so if we can come back to that issue. If you can list your issues in importance for us as a company we can really understand a bit more about it and then be in a position to address some of those issues.

23 So marketing is, I suppose, an element of what we want to talk about [but the two main issues are the latter.]

81 It would be our intention then for the next 6 months to re-negotiate the volume and price.

91 OK, well now you've got your issues on the table, I think we'd like to take a break and talk things over and be back in about 5-10 minutes?

101 But that's something we maybe need to discuss for the future at the next meeting. Basically, I just wanted to lay our cards on the table that there certain elements that we are not quite happy with at the early stages, I think maybe we need to review those...

111 If we take a few minutes break. Let's say, 10 minutes?

115 Tell us please...

127 We need to talk about what the vast amount of product would mean.

163 Let's just side step that point for a moment. There are other ways that maybe we can look to overcome one or two of the other issues.

278 Is it useful if we just recap at the minute?

283 ... so we need to spend a few minutes thinking about that.

PROPOSING CONTENT: UNSPECIFIC

77 I think its fair to say we would be thinking in terms of maybe a volume reduction as opposed to an increase.

81 we would be prepared to invest in marketing to help you generate more profit from that brand...

108 There's no two ways about it, if we cannot maintain increased margin we have got to look at reducing the supply.

116 We can increase products perhaps for an increased price, as we originally said...[CONDITIONAL]

176 We may be able to move some way then on removing the distribution costs which clearly we'll pass on to yourselves.

198 Providing we can get an exclusive arrangement for territory. [CONDITIONAL]

205 What we could perhaps do is look at increasing price to a higher level in some of our stores to test the market and if you're prepared to bear with us that's probably one way we could ...

256 If we're going to be funding the marketing then payment terms is an area then we at worst would stay the same... its not a case of we'll fund the marketing and reduce the payment terms. It will be either or. [CONDITIONAL]

PROPOSING CONTENT: SPECIFIC

81 The price would have to be circa £38-40 per unit.

108 ... we will probably give you exclusivity as our major customer but we must have increased margin.

113 You mentioned exclusivity of the product, I mean, in the South East that would be quite key for us to achieving the margin levels that we want to achieve...

139 We can give you some assurance that we could maintain that the price is not sold cheaper than you are currently selling it.

141 So that we price fix with the new competitor so that their outlets in the North are not selling any less than yours in the South...

168 We would distribute to your units... that would mean an increase in price. The logistics of that mean we currently have a £1 distribution per unit into your central warehouse. [CONDITIONAL]

302 ... I think we can agree we can give you more units... I think more than you are looking for - we can give you 15K... more profit.

308 We would more than double our offer and go to 50p per unit in terms of marketing support.

312 [[BUYER] So, make a counter proposal to us then. SEEK PROPOSAL] [SELLER] £9.99

315 we'll take the £38 and £1 marketing and I think that's where we would have to close...

TABLING: SPECIFIC & UNSPECIFIC

3 [... and I think that may be has something to do with no marketing on the product - JUSTIFICATION.] That's just really to pick up on a comment you made there as opposed to a major concern of ours but obviously its something we need to discuss. [UNSPECIFIC]

10 On the demand point, as you said there, obviously our sales could achieve higher levels if we had maybe more of the product. [UNSPECIFIC]

19 [... I think from our point of view our priorities really lie in extending our contract to guarantee us some supply for the future. Certainly for the coming months. - NEED] And also, maybe, price... [UNSPECIFIC]

108 I mean, clearly we want more money out of products, so we would be prepared to look at our customer base and say we will probably give you exclusivity as our major customer but we must have increased margin. [SPECIFIC]

163 SEEK PROPOSAL... and secondly, we'd like to know what opportunity there is to have the product delivered directly to units. [SPECIFIC]

SUPPORTING

9 Marketing is something we have an interest in doing as well.

17 Yes. [I think there is clearly a need for us... GIVE OTHER]

22 Yes.

33 OK.

62 That's right.

65 OK. I think we can both work together on that because that is a common goal for both of us...

108 And I would say to help your understanding of our needs in greatest detail, yes...

110 We understand the disappointment...

113 We can understand the reasoning for your pricing situation...

114 That fits quite nicely with what we've been talking about...

116 Well, we are in a position probably where in a certain area we can give you exclusivity on all our products...

119 Right, excellent...

188 It makes sense to keep it as it is now.

197 I understand the argument about taking it to £60 or beyond that...

237 I think we would expect to be able to support you in that way.

238 I think you will be more skilled at marketing and knowing what's right for your outlets than we may be and that's where we would be keen going forward to market...

CONFIRMING / AGREEING

5 Yes, that's the point.

7 Yes, and that's a point, maybe.

19 Yes, marketing is clearly an issue, maybe.

21 [[SELLER] ... And, the last two are the major areas for you.] [BUYER] Yer...

36 [[SELLER] You did say you were looking for additional product. How much, I mean you are currently taking 10 thousand units off us...] [BUYER] Yes.

38 [[SELLER] Without marketing, you are outselling that brand.] [BUYER] Yes.

40 Yes, is the answer. It is in all 50.

44 [[SELLER] Are you aware that there are other manufacturers looking to launch similar type products over the next couple of months...] [BUYER] Oh yes.

49 [[SELLER] Two months?] [BUYER] Yes, 2-4 months.

67 [[SELLER] You currently take 10 thousand units a month...] [BUYER] Yes.

69 [[SELLER] You mentioned about additional volume...] [BUYER] Yes.

74 [[SELLER] Our output, as you know we cannot increase at the moment...] [BUYER] Yes.

76 [[SELLER] We have already indicated that we, that the demand for this product is so high that we are, I wouldn't say inundated, but we have several other companies that are wishing to take the brand...] [BUYER] Yes.

105 We are happy to enter into that.

126 [[SELLER] So exclusivity from our point of view would be that the vast majority of product would go to one retailer.] [BUYER] Right...

165 [[SELLER] When you say delivered direct, currently we are delivering into a central distribution warehouse and you're delivering it on behalf of us?] [BUYER] We deliver it to our units, yes.

DISAGREE

16 Well, we'd rather understand some of your other needs, if that's OK.

135 No, I don't think we cast any dispersions in that direction whatsoever...

149 No. No its not acceptable...

167 No...

295 Um... on those terms we would not be particularly responsive to exclusivity...

343 No that's for us to fix... and we don't want to be dictated to on that...

345 Well, we hadn't agreed it...

CONTRARY STATEMENTS

2-3 [... [SELLER] Its a good brand and we really just want to start thinking about the way forward...] [BUYER] OK, um, I think its probably fair to say, to start off with, that you mentioned eh, that we don't currently see it as a brand, we see it as a product with a potential of being a brand, maybe...

50 [... [BUYER] Well we've been told... we've heard it could be as early as a couple of months. [SELLER] Two months? [BUYER] Yes, 2-4 months.] [SELLER] Because its our belief as a company that its not really happening - its a lot longer off than that...

97 [[SELLER] Have we covered off the extension to the contract you were looking for, the length?] [BUYER] Well, I don't think, from what you are saying, you are in a position to be able to look to a more long-term contract.

153 [[BUYER] Just something that's probably worth throwing into the pot here, is that you are looking for a potential of 20% - more than that isn't it?... [SELLER] 25%... BUYER] 25% increase in price. For us to actually move to a market price that retails to £46, which is what most of our competitors at a more local level are doing, that would offer us a 5% increase in our margins.] So what we are talking about here is a comparison of an improvement of 5% on our margins and a 25% margin on yours...

154 [[SELLER] But if we take out of the equation the competitors and you have exclusivity in the South, this price of £46 is irrelevant.] You can raise the price to £55 or 60 and you can dictate what the price is...

DEFEND / ATTACK

272 Well, he's changed his tune hasn't he...

GRATUITOUS SELF PRAISE

110 ... we've got the figures right, we've got a product in that works, we don't want to I suppose isolate you...

133 I think we are honourable traders, I think that we...

242 That's a very generous offer...

249 [SELLER TO BUYER] An exclusive deal of £60 selling price seems to be realistic.

270 Well you've already agreed the offer is sound...

RETRACTING

267 [[BUYER] Well you said 100 units per outlet and you said 20p per unit that is...] [SELLER]
Sorry, no I'm talking about 20p per unit at £40 per unit...

TESTING: CLARITY / INCREDULOUS / RATIONAL

27 So you want to make more margin out of it from what you're saying? [CLARITY]

48 [[BUYER] ... we've heard it could be as early as a couple of months.] [SELLER] Two months? [CLARITY/INCREDULOUS]

68 You mentioned about additional volume... [CLARITY]

84 So, we are based mainly in the South, so you are looking to increase distribution to the North of the country in order to get a more even distribution, or are you looking to introduce competitors to our stores in the South? [CLARITY]

104 Am I to understand you do want to secure a 6 months trading contract with us? [CLARITY]

106 [[SELLER] We are happy to enter into that.] [BUYER] But at reduced levels and higher prices? [CLARITY]

129 So what you are talking about now is majority as opposed to exclusivity... [CLARITY]

131 And this is in a given geographic area so we would be the only people selling in that geographic area... [CLARITY]
142 Isn't that illegal, to price fix? [RATIONAL]
145 So we would maintain our competitive position. [CLARITY]
151 Just something that's probably worth throwing into the pot here, is that you are looking for a potential of 20% - more than that isn't it?... [CLARITY/ INCREDULOUS]
281 That's for collection? [CLARITY]
293 13K units and 5% marketing support and a cost price of £35.50? [CLARITY]
296 [[BUYER] Um... on those terms we would not be particularly responsive to exclusivity...] [SELLER] Even though they don't have the distribution in the South? [RATIONAL]
318 [So that really £37.75 per unit... less the £1 marketing and 15K units... on a net price of £36.75 per unit and that's something you are prepared to live with... SUMMARY] is that what you are saying? [CLARITY]
322 £36.25 is it? [CLARITY]
327 So you have no idea really what goes where across the country? [RATIONAL]

SUMMARISING

20 Can I just recap that we've got the issues out? [LABEL] The issue about the marketing of the product or brand, which ever way we see it; you are looking for additional volume; you are looking for an extension to the contract; and you want to talk to us about price. And, the last two are the major areas for you.
94 We're both in agreement this is a unique brand, product. It delivers margin for both companies, it gives us a competitive edge, the pair of us, and we have got a partnership that is working that we certainly want to make sure prospers and works together in the future. So we've got some commonality and its really a case of how can we match both our needs in terms of the current situation where demand outstrips supply.
137 If I was to write the perfect deal for our companies, and I think looking at the needs of your company and our company as well, one of our needs is that yes we have a good relationship, we do want to enter into a partnership, we can supply the existing part of this contract and that's why we are here with 2 months to go and for a further 6 months.
146 You maintain your competitive position, you maintain profit margins, you can set the price, so what we need to keep from is selling this product cheap, we are going to raise the price because we have to raise the price.
280 The proposals have been, we're looking for exclusivity and we have probably got a slightly different agreement in what that means in terms of geographic area as opposed to volume. There's an opportunity for you to look at collecting Fuel Booster from the warehouse and just working through some of the potential savings, that saving would be in the region of 25p per unit which we would pass on to you...
282 [CONTINUED FROM 280] You collect, rather than we distribute. The payment terms remain as is. We've talked about marketing support at 20p per unit. We talked previously about contract extension and I think we are in broad agreement that 6 months is what we are looking at. And we've talked about taking the retail selling price up to maximise the benefit of this product in the market place.

SEEK PROPOSAL

31 What are you actually looking for in terms of marketing?
35 You did say you were looking for additional product. How much, I mean you are currently taking 10 thousand units off us...

39 Now, how much more distribution are you looking at? Are you open on that view?
70 What are you looking for us to do in that area - how much additional volume are you looking for?
71 How much are you prepared to increase by?
229 In terms of level of marketing, what would you consider to be an appropriate figure?
247 Are you looking at that in terms of an on going effort...
253 What about payment terms then...
273 Well what figure were you looking at then?
282 The one thing we haven't landed on at the moment or discussed in any great detail is we are looking for the £40 per unit. You have indicated you are not happy with that, what's your proposal against that?
303 What are you suggesting?
307 What are you going to suggest ...
309 Which is still only 1%... are you not prepared to move on the £40 at all?
311 So, make a counter proposal to us then.

SEEK REACTIONS / FEELINGS

39 [Now, how much more distribution are you looking at? SEEK PROPOSAL] Are you open on that view?
91 [OK, well now you've got your issues on the table, I think we'd like to take a break and talk things over and be back in about 5-10 minutes? PROCEDURAL PROPOSAL] Yes?
96 Have we covered off the extension to the contract you were looking for, the length?
219 ... Is that a yes?
276 [Well you are looking at increasing by nearly £10 per unit... the range that Paul originally suggested was £38 to £40 per unit so there's obviously some movement to talk about the £38 level... PROCEDURAL PROPOSAL] Am I right?
290 Are you happy with that?
321 Have we got a deal?

SEEK SITUATION / POSITION

2 So, could you give us your views on the product that you've been selling.
10 How do you view your situation?
15 You say you need to have a wider distribution base - can you clarify that point?
16 ... we can really understand a bit more about it and then be in a position to address some of those issues. Will you do that, please?
19 I'd just like some clarification on that point as its quite important to us.
25 So what are your objectives then?
39 Is it in all of your outlets, all 50?
41 Is there any benefit in you having... [this is quite a unique product and we are all very happy for stumbling across it, happy for the way its gone... FEELINGS CORPORATE] is there some benefit to the rest of the business by having this product in store?
46 What's your belief... when have you heard that more types of this particular product are coming into the UK?
53 Are you guaranteed supply by your suppliers, on an ongoing basis?
55 But what happens after that then?
57 At what point do you start re-negotiating with them?
325 [can I just check with you? LABEL] How many units are you selling in the South over and above what you are selling to us?
329 Where's this additional volume coming from then...

FEELINGS: PERSONAL AND CORPORATE

14 I am sure you can understand our concerns... [CORPORATE]

21 I think over the last four months, a fairly short time, we have built up a good relationship. [CORPORATE]

41 ... we are all very happy for stumbling across it, happy for the way its gone... [CORPORATE]

95 [I think I would like just to add that label] I think its disappointing for us where we clearly would like... [CORPORATE]

108 [... we want to renew the contract its obviously in both our interests I NEED YOU] and we have a great working relationship. [CORPORATE]

110 ... we want to work and move forward because it may well be the next innovation that comes out we offer to you first off and we want to work that partnership... [?]

125 ... we would be quite nervous about...

131 ... obviously our concern is that...

325 I think we are not too sure about this at the moment... [PERSONAL]

SITUATION / POSITION; 'I NEED YOU' POSTURE; 'YOU NEED ME' POSTURE

2 Thanks for affording us the time to come in and see you. From Paul and my view we have a contract with you for the Fuelbooster which has 2 months on a contract to run. [SIT/POS]

2 The purpose for Paul and I coming in is, obviously, that partnership has been profitable for both companies - its a good brand and we really just want to start thinking about the way forward for the forthcoming potential contract and future working together. [INY]

2 We felt it was beneficial to start early as oppose to leaving it to near the end of the contract. I think what we'd like to do is just gauge what your view on the contract has been, any concerns, any issues that may impact on us working as a partnership with this brand. [SIT/POS]

5 There has been little marketing on this brand, you realise that... [SIT/POS]

6 We've given you exposure to this brand which is clearly in its infancy. We haven't actually marketing this product as such yet. [SIT/POS]

9 Obviously with any new product on the market we view the first 6 months as a test bed to see how the product is going. Now we find by your demand for the product it clearly is outselling our original expectations, the brand has been very popular. With that in mind, we feel its actually its met its first stage to be marketed and we would anticipate funds being available to marketing this product. [SIT/POS]

11 Well, at the moment, clearly, you take the biggest part of our capacity. We are currently running at about 17.5 thousand units of which you take 10 thousand units. So we have additional capacity there - not a real issue at the moment. However, we do have other customer that take up the balance of that. [SIT/POS]

13 So, as our major customer, you taking the bulk of the supply and then we do have another, a number of customers that sell our products. [SIT/POS]

65 ... And, we have other suppliers that are wanting this product from us... [YNM]

66 You currently take 10 thousand units a month... [SIT/POS]

239 It is the case, however, that our other suppliers do support us in marketing efforts. [YNM]

310 Well, we want to work with you. [INY]

315 [... and I think that's where we would have to close... PART OF SPECIFIC PROPOSAL] otherwise we can't really trade because we... [SIT/POS]

326 We sell a high proportion of our units - 7.5K units extra go nationwide... [SIT/POS]

APPENDIX 2

STRUCTURED INTERVIEW INSTRUMENT (CONTACT DATA SHEET)

DE MONTFORT
UNIVERSITY
LEICESTER

Contact Data Sheets and Interviews Questions

Research into Business-to-Business Sales

For interviews with both BUYERS and SELLERS

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DETAILS OF INTERVIEWEE

NAME

TITLE

BUYER / SELLER (delete as appropriate)

ORGANISATION

CONTACT DETAILS
(attach business card)

TEL:

FAX:

EMAIL:

MOBILE:

DATE OF INTERVIEW

TIME OF INTERVIEW

DURATION OF INTERVIEW

PURPOSE OF INTERVIEW

GENERAL COMMENTS

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<u>PRE-MEETING SEMI-STRUCTURED INTERVIEW QUESTIONS</u>

GENERAL QUESTIONS

Do your relationships between yourselves and your
customers (if you are a seller) / suppliers (if you are a buyer)
in the industries you serve tend to be...

Adversarial	1	2	3	4	5	6	Collaborative
Trusting	1	2	3	4	5	6	Suspicious
Transaction focus	1	2	3	4	5	6	Long-term focus
Power with Supplier	1	2	3	4	5	6	Power with Customer

Would you say your
customers (if you are a seller) / suppliers (if you are a buyer)
are primarily concerned with obtain standard products at the lowest possible price.
They do this by playing one customer/supplier off against another, transaction by transaction?

Strongly Agree 1 2 3 4 5 6 Strongly Disagree

Would you say your
customers (if you are a seller) / suppliers (if you are a buyer)
are less concerned with short-term price issues than the long-term cost savings?

Strongly Agree 1 2 3 4 5 6 Strongly Disagree

Would you say your customers
(if you are a seller) / suppliers (if you are a buyer)
are primarily concerned with forging long-term collaborative relationships with their **customers / suppliers**?

Strongly Agree 1 2 3 4 5 6 Strongly Disagree

TO SELLERS:
To what extent is the marketing task concerned with resolving customer problems, over and above those related to the supply of standard products at competitive prices?

Not to any great extent 1 2 3 4 5 6 To a very great extent

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SPECIFIC QUESTIONS RELATING TO THE FORTHCOMING MEETING

NAME of main contact

TITLE

POSITION(s)

ORGANISATION

CONTACT DETAILS
(attach business card)

TEL:

FAX:

EMAIL:

MOBILE:

NAME of second contact

TITLE

POSITION(s)

ORGANISATION

CONTACT DETAILS
(attach business card)

TEL:

FAX:

EMAIL:

MOBILE:

NAME of third contact

TITLE

POSITION(s)

ORGANISATION

CONTACT DETAILS
(attach business card)

TEL:

FAX:

EMAIL:

MOBILE:

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GENERAL QUESTIONS (cont..)

Would you describe the relationships with your
customers (if you are a seller) / suppliers (if you are a buyer)
as tending to be...

Arms length	1	2	3	4	5	6	Very close
Short-term	1	2	3	4	5	6	Long lasting
Transaction focused	1	2	3	4	5	6	Relationship focused

TO SELLERS:
Some companies classify their customers as today's regular customers, today's special *customers (key accounts), tomorrow's customers (small but growing accounts), and* yesterday's customers (lost or low profitability customers).
Do you classify customers in terms of their importance to your company?

No
At sales area level
At regional level
At company level

TO BUYERS:
Some companies classify their suppliers regular suppliers and preferred suppliers.
Do you classify suppliers in terms of their importance to your company?

No
At local level
At regional level
At company level

With regard to the forthcoming meeting, how strategically important do you consider the other side is to your business?

Highly	1	2	3	4	5	6	Not at all

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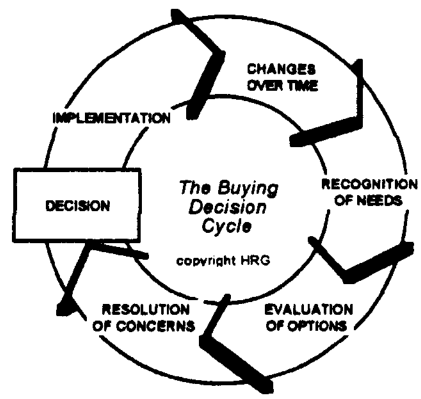
SPECIFIC QUESTIONS RELATING TO THE FORTHCOMING MEETING (cont..)

What is the nature of the existing relationship between you and this party?
(use this page for comments and the KAM-PPF model for guidelines)

Identify BUY CLASS
[ ] New purchase
[ ] Straight re-buy
[ ] Modified re-buy

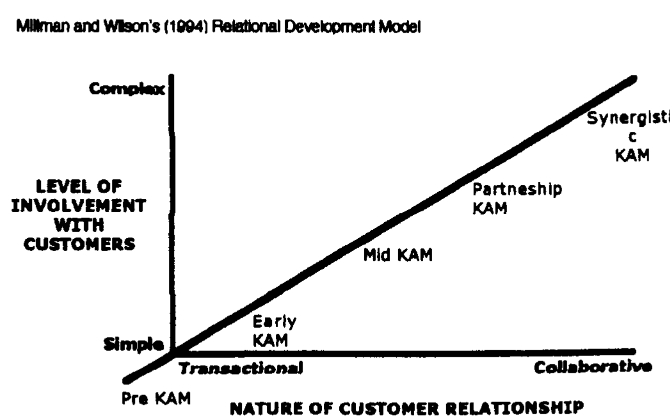
SPECIFIC QUESTIONS RELATING TO THE FORTHCOMING MEETING (cont..)

Why are you meeting at this point?



What do you expect to achieve at the end of the meeting?

How do you expect the relationship will develop between you both?



How do you plan to achieve that development?

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DEVELOPMENT STAGE	OBJECTIVES	PPF STRATEGY
PRE-KAM	• Identify as key accoun • Establish account potential • Secure initial order	• Identify key contacts • Establish nature of product need • Identify decision making process • Display willingness to make product adaptations • Advocate key account status 'in-house'
EARLY-KAM	• Account penetration • Increase volume of business • Become preferred supplier	• If attractive invest in building social relationships • If unattractive serve through low cost channels eg telephone or intermediaries • Identify process related problems and show willingness to provide cost effective solutions • Extend social network • Build trust through performance and open communication
MID-KAM	• Build towards partnership • Become first tier or single source supplier • Establish key account status • If limited potential for development, then evolve a standard offering	• Focus upon process related problems • Manage the implementation of process improvements • Build team between the two organisations • Establish joint systems • Perform management tasks for the customer
PARTNERSHIP-KAM	• Develop spirit of partnership • Lock in customer by providing external resource base	• Integrate processes • Extend joint problem solving teams • Focus upon cost reduction and value creation • Address facilitation issues relating to culture, language, etc.
SYNERGISTIC-KAM	• Continuous improvement • Shared rewards • Quasi-integration	• Focus upon joint value creation for the end user • Establish semi-autonomous projects teams • Establish culture congruence

KAM PPF Strategies linked to KAM Development Stages
source: Wilson (1999)

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APPENDIX 3

PRELIMINARY QUESTIONNAIRE

1. INVESTIGATION INTO CHARACTERISTICS AND BEHAVIOUR OF NEGOTIATORS

Measurement of the success of negotiations necessitated the development of a rating scale which would enable participants to score the effectiveness of their relative behaviour in the negotiation process. A similar study into the effectiveness of negotiators (purchasing and selling) has previously been reviewed by Raiffa (1982). Raiffa looked at responses to a questionnaire of rating scales on some 34 characteristics of effective negotiators which had been adapted from the work of Karrass (1968). Raiffa suggests many of the personal skills and traits included in his instrument remain relevant to modern negotiations, although pointed out particular ratings by respondents depend on the industry in which the individual operates as well as their role. For example, purchasers may rate 'satisfy the other side' as being less important than the salesperson. This point is supported by Broderick (1998) in her review of role theory.

Many of the characteristics included in this (see Table App 3.1) were felt by the researcher to remain relevant some 15 years after Raiffa's comments. Nonetheless, a confirmatory study of this was felt necessary before inclusion into the main study of negotiations, as well as some preliminary investigation into characteristics and behaviour. The rating scale instrument resulting from this preliminary study would then be validated and used as a tool to analyse pre- and post-negotiation perceptions of characteristics in the main research.

The preliminary investigation was designed as a qualitative study of major sales negotiators in industry, ie., practitioners, and was administered via a mailed questionnaire instrument containing open and closed-end questions. Although notoriously difficult to achieve an adequate response rate (Edwards et al, 1997), an industry survey was determined necessary to assess the stages and elements of successful and unsuccessful negotiation processes experienced by

/ to 22

negotiators. This would also provide definitions for rating scales to be used in the pre- and post-negotiation questionnaires required for the research. Practitioners would, therefore, be anticipated to provide the most accurate insights into their own behaviour.

Table App 3.1 Characteristics of an effective negotiator

(adapted from Karrass, 1968) **Characteristic**	**Characteristic**
• Preparation and planning skill • Knowledge of subject matter being negotiated • Ability to think clearly and rapidly under pressure and uncertainty • Ability to express thoughts verbally • Listening skill • Judgment and general intelligence • Integrity • Ability to persuade others • Patience • Decisiveness • Ability to win respect and confidence of opponent • General problem-solving and analytic skills • Self-control, especially of emotions and their visibility Insight into others' feelings • Persistence and determination • Ability to perceive and exploit available power to achieve objective • Insight into hidden needs and reactions of own and opponent's organisation • Ability to lead and control members of own team or group • Previous negotiating experience	• Personal sense of security • Open-mindedness (tolerance of other viewpoints) • Competitiveness (desire to compete and win) • Skills in communicating and coordinating various objectives within own organisation • Debating ability (skill in parrying questions and answers across the table) • Willingness to risk being disliked • Ability to act out skillfully a variety of negotiating roles or postures • Status or rank in organisation • Tolerance to ambiguity and uncertainty • Skill in communicating by signs, gestures, and silence (non-verbal language) • Compromising temperament • Attractive personality and sense of humour (degree to which people enjoy being with the person) • Trusting temperament • Willingness to take above-average business or career risks • Willingness to employ force, threat, or bluff to avoid being exploited

source: Raiffa (1982)

Although recognised as being less than ideal, administration of the survey by mail was chosen because obtaining a suitable list of names for interview of salespeople proved problematic. Unfortunately, the profession has until very recently suffered a lack of recognition by industry in contrast to that of purchasing which has seen wide membership of professionally recognised bodies (eg., the Institute of Purchasing Supply), including examination boards and certification for members. Professional bodies investigated by the researcher included the newly formed (1997) Professional Institute of Sales, the Institute of Directors and the

Chartered Institute of Marketing. All of these, however, were felt likely to introduce undue bias into any sample. This resulted in a choice from Chambers of Commerce, local business pages and directories or trade magazines used by sales professionals. The latter was deemed the most suited to the current research as subscribers are often profiled by publishers and deemed likely to be from a broad industry base with a variety of personal experience (for a full discussion of the sample chosen, see section 3 of this appendix). A broad spectrum of experience across different industry sectors was felt necessary to reflect the variety and range of negotiating styles in the final rating scales.

2. QUESTIONNAIRE

The questionnaire was devised as a mix of closed eg., rating scales or multiple choice, and open-ended questions in order to provide an understanding of responses through cross-analysis and verification. The mix was designed to encourage respondents to be forthcoming with insights into their behaviour without apparently divulging confidential information about their organisation's activities. This was felt by the researcher to be a possible major factor likely to negatively influence response rate and a statement was included in a covering letter to the effect that respondents' comments would remain anonymous in subsequent reviews, if desired, by marking the appropriate box on the questionnaire.

Few of the questions were modified to clarify meanings after piloting with the exception of that removed (see below). The question order was also altered to include relatively simpler questions at the beginning as some of the pilot respondents intimated difficulty in expressing themselves with the original early open-ended questions. Although it was the initial intention that early question order should bias as little as possible the later responses, a trade-off in this was necessary so as not to unduly suppress response rate. Recent research conducted by Phillips et al (1998) suggests, however, respondents are more likely to be influenced by question order where they are unfamiliar with the subject of the survey. Since target respondents for the survey were deemed to have an intimate knowledge of negotiations, and experience of the general phenomena of negotiating in social situations (Donohue with Kolt, 1992), this was felt to be less of a concern. Nonetheless, it is noted the final question order, as outlined below, may be an issue.

The questionnaire comprised 2 sections. Section A of the questionnaire required respondents to complete personal details about their position in the organisation (question 1); a brief overview of the organisation's operations (question 2) and their role within the organisation (question 3). Such general details were deemed necessary to enable the researcher to clarify comments made, if necessary, as were the percentage of their time involved in negotiating major sales (question 4); the percentage of negotiations entered into with UK organisations (question 5) and those other countries in which they were most frequently involved as major negotiator (question 6). Acceptance of further contact was indicated by marking the appropriate box at Section B, question 22.

Section B, questions 7 to 9, were open-ended requesting respondents to define (in bullet format) the successful outcome to major sales negotiations for their organisation (question 7a); the other party (question 7b) and the respondent personally (question 7c). Question 9 addressed the issue of significant factors in achieving the outcome of a recent successful negotiation, requesting examples of something the respondent did (question 9a); actions or characteristics of other organisational members (question 9b) and of the other party (question 9c). These two questions aimed to elicit differences in personal and organisational motivations, as well as an awareness or understanding of the other party ie., the classic 'win-win' scenario. A common difficulty experienced by salespeople is a failure to distinguish between selling and negotiation (Huthwaite, 1998). Question 8 addressed this by requesting a definition relative to personal experience.

An additional question was included at this juncture in the pre-pilot version of the questionnaire asking respondents to define negotiation, with the intent being to assess cross-industry differences, possibly highlighting the perceptions respondents have of their own power in negotiations. This was removed after piloting, however, since some respondents felt it questioned their integrity as senior managers - clearly an undesired response!

Question 10 asked for the percentage number of successful negotiations of those entered - an indication of the honesty in answering questions as it was deemed unlikely respondents would answer 100%. The next two questions (both open-ended) asked for key contributing factors in unsuccessful (question 11) and successful (question 12) negotiations, responses to which were to be verified against questions 7 and 9 above described.

Question 13 asked for the respondent's rated perception of his own skill. This was to be analysed against stated success rates (question 10), the impact of organisational culture on personal negotiation style (question 16); participation in negotiation skills training (question 17) and the relative importance of the other party's objectives (question 18).

Question 14, again open-ended, requested a list of steps respondents go through when involved in major negotiations with a new party (question 14a) and an existing customer (question 14b). This question was designed to elicit an indication of the amount of planning, preparation and post negotiation analysis undertaken by the respondent.

Question 15 asked whether respondents specifically became involved in social activities to build relationships with other parties to sales negotiations either before (question 15a) or after (question 15b) the negotiation. This aspect was felt to be difficult to research in subsequent real-life studies of negotiation processes but nonetheless may have a significant impact on the final outcome of the negotiation, particularly with new parties (question 14). Responses to this question were also deemed to be indicative of the impact of organisational culture on personal styles (question 16) and the relative importance of the other party's objectives (question 18).

Although individuals are often aware of 'win-win' negotiating through the many manuals, training courses and books available to them, it was felt a cultural trait of organisations that business be obtained via an adversarial approach, ie., at the expense of the customer's own interests. Question 16, therefore, asked respondents to rate the impact of the organisation's culture on their personal negotiating style. Question 17 asked whether respondents had participated in negotiation skills training, which may also influence their personal styles; and question 18 asked respondents to rate their consideration of the other party's objectives. Response to these questions were correlated to earlier questions as indicated above.

Respondents were then asked to indicate whether successful (question 19) or unsuccessful (question 20) outcomes led to longer or shorter term working associations with the other party. Response to these questions would indicate the relative emphasis individuals put on longer term associations, stated by numerous authors (eg., Carlisle, 1989; Rackham et al, 1996) as key to achieving long-term competitive advantage.

Finally, respondents were asked to describe their ideal of a highly successful and effective negotiator. Response to this question was verified against earlier answers as it was deemed relevant to identify those attributes which negotiators determined beneficial and those which are desirable.

The questionnaire was accompanied by a covering letter and second class pre-paid return envelope addressed to the researcher. An explanation of the purpose of the survey was outlined in the covering letter together with a brief comment on the relevance and value of the research to industry. Also stated was a description of the target respondent to enable recipients to pass on the questionnaire to a more appropriate colleague, if necessary. Details of the research sponsors were additionally included. A pre-notification postcard and follow-up reminder were also used in an attempt to increase response to the questionnaire, as suggested by Edwards et al (1997), as was the inclusion of first class pre-paid return envelopes with the questionnaire.

A copy of the questionnaire is included at the back of this appendix.

3. SAMPLE

Source of names was derived from the subscriber listing of a major industrial management magazine, Management Skills and Development, published by Training Information Network Limited. The title's last audited average net circulation for the period January to June, 1996, exceeded 20,000 subscribers which had increased by approximately 5,000 at the time the sample was drawn (Training Information Network Limited, 1997). The magazine is published 6 times per annum and is available free to directors and managers who meet the publisher's terms of control. Although this publication is particularly aimed at managers with responsibility for training and skills development (it was formerly entitled Management Training), content was found to be dominated by topics associated with sales management, including negotiation, personal development, teamworking and the impact of organisational cultures. For these reasons, the title was chosen over other apparently more specific but considerably smaller publications. Of particular interest was the ability to profile subscribers by key criteria in order to provide a suitable match for the research, ie., individual status, organisation's primary business activity and use or purchase of specific training products. Consequently, a sample was drawn using the search criteria as specified below –

(i) primary business activity: banking and finance; business services; computer services; computer systems; insurance; telecommunications;
(ii) status: director - sales and/or managing;
(iii) expected training purchases: management skills; marketing/sales;
(iv) currency of data: subscribers registered for at least the previous 3 months.

The primary business activities were chosen to represent a broad range of service and product based industries in relatively new and well established sectors of the UK economy. For example, computer services compared to banking and finance. Director status was chosen as it was felt such high ranking corporate officials would have greatest negotiating experience and would be better able to respond to questions. This, however, represented a trade-off against suppressing response rate as directors may have less time or be less willing to participate in research activity (Edwards et al, 1997). Expected training purchases were stated to reflect the two main types of negotiation skills courses commercially available (Huthwaite, 1997). This was felt may reflect the emphasis the organisation placed on key skills, including negotiation.

These criteria generated a list of some 486 names of which a response rate of approximately 10% was anticipated – sufficient to enable a qualitative analysis

(Edwards et al, 1997). The profile of the sample drawn is as shown below at Table App 3.2.

Table App 3.2 Sample Profile of Practitioner Survey

Primary Business Activity	Total Names	Percentage of Sample
Banking and finance	174	35.8
Business services	49	10.1
Computer services	169	34.8
Computer systems	13	2.7
Insurance	62	12.7
Telecommunications	19	3.9
Total	**486**	**100**

In addition to this sample, 5 similar target respondents, ie., directors and senior managers with responsibility for negotiating major sales, were used to pilot the questionnaire and covering letter. A further sample of 5 'gatekeepers', ie., personal assistants and secretaries to senior sales managers or directors, was used to pilot the pre-notification and follow-up reminder of the questionnaire. This was undertaken as the researcher believed unsolicited mail would be removed by gatekeepers. All pilot respondents were able to give full verbal feedback to the researcher, as well as complete the questionnaire where applicable. Questions and wording to the mailings were amended only slightly in response to concerns of clarity and difficulty of questions.

4. MAILING

The three-part mailing was devised as a result of recommendations by other researchers in industry and academe, as well as the literature (eg., Edwards et al, 1997; Bryman, 1989). The questionnaire was incentivised, as suggested by Edwards et al (1997), by the offer of an exclusive report of the findings to those responding, to be made available shortly after completion of the survey. Deadline for receipt of response was stated in the covering letter and questionnaire as Friday, 10 October, 1997. A description of each mailing, together with mailing dates and intervals, is shown at Table App 3.3 below.

A press release was issued to the magazine from which the sample was drawn to coincide with the respondent's receipt of the questionnaire mailing. The press release supported the research and was endorsed by a major European training organisation (Huthwaite). The researcher felt such coverage in the magazine would add further credibility to the research, thus enhancing response rate. Edwards et al (1997) suggests using appeals from high-level sponsors may increase survey response rate although proposes the medium for this as the covering letter. Since the sample was drawn from a controlled list of magazine subscribers, however, it was felt appropriate the magazine editor's endorsement would be of assistance. The researcher recognises the probability of readers connecting the receipt of a survey and a short article in their copy of, perhaps, one of many publications received over the course of the mailing period somewhat less than if the editor of the magazine or the managing director of Huthwaite Research Group had signed the covering letter to the sample.

Table App 3.3 Industry (Practitioners) Survey Mailing

Description	Date Mailed	Interval (days)	Maximum Delivery (days)	Who Mailed
Pre-notification (A5 size postcard) Mailed by 2nd class postage	Monday 15.9.97	n/a	4 working	All
Questionnaire (5pp A4 size), covering letter (1p A4) and 2nd class pre-paid reply envelope Mailed by 2nd class postage	Friday 19.9.97	4 working	4 working	All
Follow-up reminder (A5 size postcard) Mailed by 2nd class postage	Monday 13.10.97	15 working	4 working	Non responders

5. RESPONSE

Despite the efforts outlined above, response to the mailing was slightly below that expected with 33 fully completed questionnaires returned (see section 7 for review of findings). This represents 6.8% of the total sample, although the quality of data included in responses was regarded comprehensive (see sections 6 and 7). A further 30 targeted respondents contacted the researcher direct regarding their non-participation or returned incomplete questionnaires. In addition, some 23 of the mailings were returned by the postal service with comments that the addressee had 'gone away'. With adjustments for those excluded from the sample and those who made contact with the researcher, the final response rate was deemed to be 7.6%.

Analysis of the respondents showed response rate was similarly depressed across the range of industries, although is comparatively proportionate to the overall sample (see Table App 3.4). Response was, therefore, taken to be generally representative of the original sample.

Table App 3.4 Comparative Response Rate to Sample (%) by Industry

Description of Industry	Sample %	Response %
Banking and finance	35.1	21.2
Business services	10.1	18.2
Computer services	34.8	36.4
Computer systems	2.7	12.1
Insurance	12.7	12.1
Telecommunications	3.9	0
TOTAL	100	100

As briefly discussed throughout the text above, possible explanations for the response rate have been considered. Given target respondents were senior managers, lack of time available to complete the questionnaire which required some forethought to answer open-ended questions is likely to have been a major factor, as suggested by Edwards et al (1997) and Bryman (1989). It is also probable banks and financial institutions, ie., the industry sector towards which the sample was biased, felt the subject generally sensitive, although this group represented 21.2% of the completed responses, ranking second to computer services (refer Table App 3.4). Furthermore, question 15 asked for information about an issue which is particularly sensitive, ie., the respondent's participation in social functions with the express purpose of building the relationship with the other party to a major sales negotiation. Indeed, one respondent contacted the researcher by telephone to highlight possible legal implications of attempting to influence other parties with a view to gaining unfair competitive advantage in concluding business deals. Several others either failed to complete this question or in some way marked their questionnaire to indicate their dissatisfaction in responding. Similarly, respondents may have felt generally pressured to reveal their overall involvement in negotiation activities.

Of relevance in the review of possible explanations are the responses given by those who contacted the researcher about their non-participation. Of these, main reasons given were that respondents felt the questionnaire subject matter did not fall into the domain of their role within their organisation; they had insufficient experience in negotiating or stated it was against their organisation's policy to complete questionnaires. It was particularly interesting to note a further few of these respondents stated they did not enter into negotiations, citing their 'partnership' with customers or suppliers as the reason.

It is also appropriate to surmise the subscriber database used to draw the sample was less appropriate than originally anticipated. It is possible, for example, the magazine content may not reflect the true interests of readers, with the editor being less discriminatory in using articles submitted for publication. Furthermore, readers may consume the magazine as a means of general interest communication, rather than as a means to enhance their understanding of specific areas. The researcher received some five requests for general information about this research through the editorial comment.

6. ANALYSIS

Analysis of completed responses was conducted in 2 stages. The first, and most important stage given the response rate, involved the independent analysis and categorisation of responses to open-ended questions which is discussed below. The second stage involved simple counts and cross-tabulations of frequencies of categorical and numerical data which resulted from closed questions. Since response rate was low, and data of primary interest was discrete in nature, a more rigorous statistical technique was felt unsuitable since combining of categorical responses to increase the number of observed responses would have the effect of losing the 'richness' of the data. Data was subsequently analysed using the computer programme SPSS (SPSS Inc, 1996) version 7.5.1 for Windows 95. Relevant output is included in section 7 below.

Categorisation of the open-ended questions first necessitated the precise transcription of responses. The researcher incorporated all responses to the same question, or part of a question (eg., 7a, etc.) into tables which was passed to analysts in hard copy format and on disk. This was done to assist the independent analysts in their task of identifying categories in the data by ensuring all data pertaining to one question was in one place, so encouraging their prompt analysis of the data.

Three independent analysts were employed to undertake the categorisation. All were mature individuals with varying experience of sales negotiations: one was a experienced research consultant, the second was a research associate at De Montfort University and the third formerly a mature student of marketing and language studies at De Montfort University. Independent analysts were used in accordance with the recommendations of various authors who have written on the methodology of content analysis which is extensively reviewed in chapter 3. It is not intended to reiterate all the points discussed in this Appendix at this juncture, suffice to say objectivity and analyst bias are two problems which the use of more than one analyst, in conjunction with the researcher, goes some way to addressing. Given the preliminary nature of the research, tests of inter-judge reliability was felt inappropriate and, therefore, not conducted.

To further assist the three analysts, the researcher provided written guidelines on how to undertake the categorisation of data, disseminated from the literature. Guidelines given were as follows –

(i) read through responses to the questions eg., question 7a;

(ii) identify common themes in the data, both from respondent to respondent and within a given respondent's answer;

(iii) write down names for these themes, giving each a number eg., question 7a: 1 - profitable sale; 2 - long term relationship; 3 - creating a good impression, etc;

(iv) assign the appropriate number of each respondent's answer (or part of an answer) on the hard copy in pen, or type in the number immediately after the last word you feel fits that theme on the disk, eg., "Taking on new profitable business [1] on a long-term contract [2]". Note: you may be unable to assign a theme number for every response. If this is the case, use discretion in choosing further themes for singleton responses or leaving the response unassigned - it may be that other analysts have a similar problem which can be addressed when all categorisation has been completed and returned;

(v) repeat this process for all questions;

(vi) return categorised answers together with the themes and numbers for each question.

In this way, each analyst identified common themes and returned duly categorised hard copies or disks of transcripts. The researcher then reviewed the three sets of data, collated themes and derived a primary categorisation of the data, assigning code numbers to each theme. Where there was apparent disagreement or overlap in the categorisation, the researcher used the majority agreement, if two were similar, or used judgment to categorise the data based on the categories identified by the independent analysts. Code numbers assigned were subsequently entered into the summary analysis.

7. FINDINGS

All respondents completing the questionnaire were senior managers within their organisation. Part of their role involves negotiation of major sales, most with direct responsibility for the sales or purchasing function. An overview of the respondents' job titles and roles is given at Table App 3.5 below. In summary, some 79% of respondents devote up to 60% of their time to negotiation activities and 85% negotiate with UK organisations more than 40% of the time - 30% of respondents stated they only negotiate with UK organisations. The main other countries respondents negotiate with are the European Union (55%) and USA/Canada (36%).

Table App 3.5 Summary Description of Survey Respondents

Number Respondents	Job Title	Brief Role Description
9	Managing Director	Developing new business, key account management
1	Sales Director	Developing partnerships, new business
2	Purchasing Director/ Manager	Purchasing management, contract negotiation
12	Other Director	Developing new business, maintenance of existing client base
3	Sales/Marketing Manager	Team management, developing new business, maintenance of existing client base
6	Other Manager	New business, maintenance of existing client base

Although response rate is low, with statistical analysis, therefore, revealing few meaningful insights, responses to all questions do show face validity with many answers being as expected by the researcher. For example, cross-tabulation of respondents' industry by categorised responses to question 7(a), asking for a description of successful outcomes for their organisation, revealed those in the banking and financial sector focused on profitability while those in computer services focused on long-term relations. Analysis of the categories identified by the independent analysts do reflect the findings of previous research into Raiffa's (1982) profile of key characteristics. Furthermore, the final categories reveal a general concensus of opinion on some common themes. For example, terminology often used to describe the outcome of particularly integrative negotiations is 'win/win' and most, although perhaps surprisingly not all, respondents to the survey, refer to win/win negotiations in one or more responses to questions, usually in the context of meeting requirements or terms.

There follows a review of categories identified and responses included in each category resulting from open-ended questions by way of frequency analysis. Review of the formation of the most important final categories included in this analysis resulting from those categories identified by independent analysts is given.

The question of successful outcomes to major negotiations for respondents' organisations, question 7(a), revealed a variety of responses which were categorised by the researcher according to categories identified by independent analysts. For example, the category in Table App 3.6 described as "Meeting requirements and terms" includes responses categorised by analyst 1 as "customer requirements - meeting them either in general or specific details"; "risk reduction, minimisation - anything which would lead to a lowering of risk during implementation, including clarity of responsibilities" and "win-win". Responses similarly categorised by analyst 2 were simply called "meeting customer requirements/quality" while analyst 3 called this "meeting requirements/satisfaction/trust". Results of frequency analysis for the final categories are shown in Table App 3.6 together with an example of the type of response included within that category. Of these, 52% of respondents stated profit and financial gain as being most desirable, followed by meeting requirements and terms (39%) and establishing or developing the business relationship (39%).

Table App 3.6 Successful Outcomes for Respondents' Organisations, 7(a)

Category Description	Examples of Response	Frequency % (cases)
Profit, margin, financial gain	A profitable deal at acceptable margins. Within budget.	51.5
Meeting requirements and terms	Providing a successful solution to meet clients' requirements. Secure business we are comfortable in fulfilling.	39.4
Establishing or developing relationship	Good on going relationship. Advances the position of our business.	39.4
Sale	Making a sale.	36.4
New business or future opportunities	Organisational learning. Maintain and improve market competitiveness.	24.2
Recommendations or reference site	Recommendation of our products.	6.1
Specific services	Use of us as a hardware/ software supplier.	6.1

Table App 3.7 shows similar category descriptions and example responses to the question of identifying successful outcomes for the other party in negotiations, question 7(b). Not surprisingly, some 64% of respondents stated financial gain with 49% emphasising establishing or developing the business relationship and 42% emphasising meeting requirements.

Table App 3.7 Successful Outcomes for the Other Party, 7(b)

Category Description	Examples of Response	Frequency % (cases)
Meeting requirements and terms	Clear understanding of deliverables and responsibilities. Good fit to problem.	42.4
Profit, margin, financial gain	Best price. Achievement of a price at which we can profitably align.	63.6
Establishing or developing relationship	They are comfortable with us. Ability to build on that system in the future.	48.5
Recommendations or reference site	Entry to respondent's employer.	18.2
Specific services	Good support for products.	9.1

Respondents emphasised personal success in rather different terms than for their organisation (see Table App 3.8). The final categories identified resulted from amalgamation of the various different categories identified by the independent analysts. For example, "Personal satisfaction, recognition, reputation" mentioned by 50% of respondents was described in terms of "Sale, success - general comments about achieving agreement to buy/sell, plus general reference to own success (eg., hitting targets, winning)" and "Positive feelings - eg., trust, confidence, satisfaction" by analyst 1; "Personal recognition, reputation, high profile, track record, trust, success", "Job satisfaction, use of skills, efficiency" and "future employment" by analyst 2; and "Reputation, impression, quality service, confidence, trust, belief", "Learning, track record, won and retained", "Recognition, regard, prestige, acceptance", "Job satisfaction" and "Targets achieved, efficiency satisfaction, well done" by analyst 3. As with other parts of this question, some 47% state meeting of requirements in terms of making the customer happy, while financial gain and references to profit is mentioned by 44%.

Answers to question 8, about the differences perceived between selling and negotiation, revealed 26% of respondents see no distinction between the two activities while 55% see this as "Determining the detail of agreement". Other categories identified were "Both parties win" and getting to know the other party through building the relationship. The category "Both parties win" included categories described by analyst 1 as "Selling is convincing the other party they want to deal", "Negotiation is to reach a mutually beneficial result or win-win - also includes mutually acceptable" and "Selling is 1-way, negotiation is 2-way - also includes listening = 2-way, client involvement in process"; analyst 2 as "Negotiating brings easier results" and "Negotiating both parties win, selling the seller wins"; and analyst 3 "Benefits, alternatives" and "Win-win, compromise".

Table App 3.8 Successful Outcomes for the Respondent, 7(c)

Category Description	Examples of Response	Frequency % (cases)
Personal satisfaction, recognition, reputation	Track record for next negotiaiton. Job satisfaction. Potential prestige.	50
Happy customer, meeting requirements and terms	Knowing they have the best solution possible. A win-win.	46.9
Profit, margin, financial gain	Hit targets and achieve profits.	43.8
New business or future opportunities	Develop wider database of prospects or clients.	31.3

Analysts identified 8 categories for question 9(a), 6 for question 9(b) and 4 for question 9(c), asking respondents to draw on their experience of a recent 'successful negotiation' to identify factors they deemed important in reaching agreement ie., respectively, something they did, characteristics or actions of other members of their organisation and characteristics or actions of the other party (refer Tables App 3.9, App 3.10 and App 3.11). The factor identified by

41% of respondents of their actions was understanding the customer and meeting requirements, 44% of respondents stated their organisation's professionalism in dealing with the other party was important while actions of the other party were identified as having a flexible approach, being open, honest and understanding and having a long-term orientation (20%, 24% and 20%, respectively). Analysts described these in generally similar terms as for question 7.

Table App 3.9 Success Factors for Respondent - Respondent's Action, 9(a)

Category Description	Examples of Response	Frequency % (cases)
Understanding, meeting customer requirements	Listening to what they want. Understand their problems.	40.6
Proactive approach	Maintained regular communication.	21.9
Demonstrate capabilities	Provided references.	21.9
Research	Identified weaknesses in organisation.	18.8
Long-term orientation	Possibility of long-term business if this specific transaction is successful.	15.6
Open, honest, direct	Direct approach to client. Clear statements about what the company would not do.	15.6
Financial honesty	Being clear about the bottom line.	12.5
Professionalism	Proposed options to original brief.	9.4

Table App 3.10 Success Factors for Respondent - Actions of Respondent's Organisation, 9(b)

Category Description	Examples of Response	Frequency % (cases)
Professionalism	Did what they said they were going to do.	44.4
Specific support	Good back up sales support.	33.3
Teamwork	Everyone worked as a team.	18.5
Client understanding	Show understanding of client's needs.	18.5
Meeting customer needs	Are able to met targets set by me.	7.4
Proactive approach	Be creative.	3.7

Analysts identified some 6 categories for responses to questions 11 and 12, about identifying key contributing factors in respectively unsuccessful and successful negotiations. Given responses to questions 7 and 9 and analysts' categorisation of the data, the main responses were unsurprisingly meeting of requirements and needs and organisational relations (31.3%) - refer Tables App 3.12 and App 3.13 below for examples.

Table App 3.11 Success Factors for Respondent
- Other Party's Actions, 9(c)

Category Description	Examples of Response	Frequency % (cases)
Open, honest, understanding	Openness to information.	24
Flexible approach	They could see the benefits to their organisation.	20
Long-term orientation	Likely to re-contract.	20
Research	Adequate preparation.	16
Obstructive	Reluctant to make commitments.	16
Supportive, committed	Supportive of proposition.	16
Conceded	Prepared to lower price if more business is forthcoming.	12

Table App 3.12 Key Contributing Factors in Unsuccessful Negotiations

Category Description	Examples of Response	Frequency % (cases)
Requirements/needs not met	Competitiveness. Price too high.	75
Organisational/relational mismatch	Company too small. Our company style versus the potential client.	31.3
Failure to identify/influence decision-maker	Not talking to the decision-maker.	9.4
Reputation	Lack of track record.	9.4
Lack of negotiation skill	Not always able to persuade client.	6.3
Inflexibility	Must have their leasing contract.	3.1

Table App 3.12 Key Contributing Factors in successful Negotiations

Category Description	Examples of Response	Frequency % (cases)
Meeting requirements	Ability to identify needs both on their part and own. Working together to achieve common goal.	77.4
Relationship	Development of sound relationship.	45.2
Research	Detailed investigation.	12.9
Support	Technical back-up.	9.7
Identifying decision-makers	Getting to the 'main man'.	3.2

Question 21, asking respondents to describe the characteristics of a highly successful and effective negotiator, again confirmed earlier responses to questions, revealing respondents place emphasis on a combination of skills including technical knowledge and personal attributes - refer Table App 3.14.

One question (14(a) and (b)) proved problematic to analyse because response was diverse and independent analysts could not identify suitable categories for the data. This question asked respondents to list the major steps they go through in major sales negotiation processes. Responses ranged from those detailing the negotiation, eg., "Fact find and build rapport, identify needs and establish relationship, present solutions and agree action", to those who mention the preparation and planning they do before the negotiation, eg., "Research business and individual, prepare through team work, make the difference (find it first)". Such diversity in response is most likely to have been the result of an ambiguously worded question which in retrospect should have requested explicit information about whether pre-to-post-negotiation activity was to be included or whether the respondent should merely consider the negotiation itself.

Table App 3.14 Characteristics of a Successful and Effective Negotiator

Category Description	Examples of Response	Frequency % (cases)
Meets requirements	Puts forward the most appropriate solution to meet requirements.	53.1
Empathetic to customer	A person with the empathy to understand the client needs.	31.3
Knowledge – technical/commercial	Knows his own bounds and sticks to them.	31.3
Personable attributes	Patient, persistent always polite, respectful.	25
Listens	Listens to the requirements of their client.	18.8
Belief in products/ services	Confident in product.	6.3
Successful	A regular winner giving good impressionss when not successful.	6.3
Fits best solution	Enables both parties to profit.	3.1

The researcher's subsequent review of the responses, however, does confirm the respondents identify a distinct sequence of phases within the negotiation. This includes introduction, some information exchange about the needs and requirements of the parties, followed by proposals and then conclusion with the parties agreeing to take some action. It would appear many respondents do essentially the same tasks whether or not they have negotiated with the other party on a previous occasion – 39.4% (13) state they do exactly the same. Some state they additionally review the status of their current relationship, either before the negotiation or as part of the information exchange between the parties during the negotiation, eg., "Understand what has changed since last negotiation with regards power, influence, budget [and then do the same as for a new customer]". None of the responses gave an indication of post-negotiation activity (other than in response to question 15(b) ie., participation in social activity - see discussion below).

Analysis of closed questions revealed the following results, although, it is difficult to generalise from a small number of respondents. Questions 15(a) and 15(b) asked respondents about their involvement in pre- and post-negotiation social relationship building activity. This question is potentially sensitive since respondents' participation in social functions with the express purpose of building the relationship with the other party to a major sales negotiation may in some cases have legal implications. Indeed, one respondent made direct contact to express concern although the researcher attempted to reassure this respondent as to the nature of audience for the results of the survey! Similarly, 4 others (12.1%) failed to complete this question or in some way indicated their dissatisfaction in responding. Not surprisingly, 55.6% said they never met their negotiation opposite number socially before the negotiation. Some 63% met after the negotiation, although only 7.4% meeting in the month immediately after.

Question 16 asked if their organisational culture influenced their negotiation style. Only one respondent (3% of response) stated this had no effect while 42.4% (14 respondents) stated they were highly influenced by their organisation. Most (87.9%) stated the other party's objectives in relation to their own as being extremely important (question 18). There was similar general concensus that successful negotiations lead to longer-term working associations with the other party at 97% (question 19) but there appears to have been some confusion in response to question 20, asking respondents if unsuccessful negotiations lead to longer or shorter term working associations. Responses were respectively given as 33.3% and 57.6% which suggests that even though the outcome of one negotiation may be unsuccessful, this nonetheless has the effect of forwarding or building the relationship between the negotiating parties, resulting in some basis for them to do business in the future.

On the question of the respondents' participation in negotiation skills training, either in a sales context or management context (questions 17(a) and (b)), some

60.6% and 69.7% respectively have undergone training for negotiations with 45.5% having received training in both contexts. This is not surprising since the sample was drawn from a management training skills magazine although it is perhaps surprising that 15.2% of respondents (5 in number) have received no training for this skill at all, 3 of whom (ie., 9%) consider themselves fairly skilled and one (3%) highly skilled (question 13). In terms of the other respondents' perceptions of their negotiation skills, 10.7% (3) consider themselves highly skilled, 75% (21) fairly skilled and 14.3% (4) consider they have some skill.

8. Discussion

Qualitative analysis of responses to questions has been a useful exercise in confirming the validity of the mechanism utilised by Raiffa in a modern business context. The goal was to explore the characteristics he identified plus additional questions developed from the literature in respect of relational behaviour. The validity of responses to this preliminary research provides sufficient evidence to enable the development of an instrument for the pre- and post-negotiation rating scales on key elements of negotiator behaviour, in spite of the response rate reported. Indeed, the rating scale originated by Karrass and later adapted by Raiffa contains many of the characteristics identified in open-ended responses included in this survey, some 15 years later.

Findings indicate the importance senior managers place on ensuring the needs of their customers/suppliers are met and that in meeting these needs, their own needs are not superceded - analysis reveals this is often termed as 'win-win'. This is apparently a common misunderstanding. The review of negotiation literature (refer Chapter 2) suggests 'win-win' is a term which should be used to describe the joint outcome of a negotiation where the parties perceive they both benefit from the solution rather than one side's view of the outcome, such as that represented by the respondents to the survey.

9. Conclusion

This Appendix has reviewed the preliminary research undertaken to inform the development of the pre- and post-negotiation questionnaires for the main research study. The preliminary survey has high face validity and even though the number of responses is relatively small, thus limiting the ability to apply rigorous statistical techniques, the quality of the responses is considered to be high. Indeed, response to open-ended questions has enabled a thorough content analysis by independent coders. This has resulted in the development of a number of valid questions as well as provided verification of validity of Raiffa's negotiator characteristics instrument.

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SURVEY INTO NEGOTIATION OF MAJOR SALES

SECTION A

1. **Your details**

Name ______________________________

Job Title ______________________________

Organisation Name ______________________________

Address ______________________________

____

______________________________ Postcode ______________

Telephone ______________ Fax ______________

E-mail ______________________________

2. **Briefly describe your organisation's operations** (e.g. manufacture of disposable medical supplies and sales to hospitals within US and EU).

____

____

____

3. **Briefly describe your role within the organisation** (e.g. establishing new business involving negotiation of major new sales contracts).

____

____

____

4. **What percentage of your time are you involved with major sales negotiations, including all aspects of the process?** (e.g. preparation and planning, face-to-face meetings and follow-up analysis.) *Please tick appropriate box* ☑

☐ Less than 20% ☐ 21-40% ☐ 41-60%
☐ 61-80% ☐ 81-100%

5. **What percentage of your major sales negotiations are with UK organisations?**
Please tick appropriate box ☑

☐ Less than 20% ☐ 21-40% ☐ 41-60%
☐ 61-80% ☐ 81-100%

6. **Of those non-UK major sales negotiations, in which part(s) of the world do you frequently become involved as a major negotiator?** *Tick as many as apply* ☑

☐ Africa ☐ Eastern Bloc ☐ European Union
☐ Latin America & Caribbean ☐ Middle East ☐ Pacific Basin
☐ USA & Canada

SECTION B

Bullet points are acceptable for all questions (if you need more space, please use the space provided at Section C of the questionnaire or a separate sheet of paper, including the appropriate question number).

7. What is a successful outcome to a major sales negotiation –

(a) for your organisation?

(b) for the other party in the negotiation?

(c) for you personally?

8. Please describe how negotiation differs from selling in your experience

9. Drawing from your experience of a recent successful negotiation, what factors were particularly significant in achieving the outcome? Please give examples of

(a) something you did

(b) characteristics or actions of other members of your organisation

(c) characteristics or actions of the other party in the negotiation

____
____
____
____

10. What percentage of major sales negotiations you enter do you consider to be successful?
Please tick appropriate box ☑

☐ Less than 20%   ☐ 21-40%   ☐ 41-60%
☐ 61-80%   ☐ 81-100%

11. In those *unsuccessful* negotiations, what do you consider to be the key contributing factors?

____
____
____

12. In those *successful* negotiations, what do you consider to be the key contributing factors?

____
____
____

13. Do you consider yourself to be a skilled negotiator? *Please circle the scale as appropriate* ②

Highly Skilled	Fairly Skilled	Some Skill	Unskilled
4	3	2	1

14. List the major steps you go through in major sales negotiation processes –
(a) with a new party

____
____
____

(b) with a party you have negotiated with before

____
____
____

15. Do you ever attend social functions specifically to build the relationship with the other party to a major sales negotiation? *Please tick appropriate box* ☑

(a) Before the negotiation
☐ Never   ☐ Less than 1 month
☐ 2-6 months   ☐ More than 7 months

(b) After the negotiation
☐ Never   ☐ Less than 1 month
☐ 2-6 months   ☐ More than 7 months

16. **To what extent is your personal negotiating style influenced by your organisation's culture?** *Please circle the scale as appropriate ②*

Highly Influenced	Fairly Influenced	Some Influence	No Influence
4	3	2	1

17. **Have you ever participated in negotiation skills training?** *Please tick appropriate box for each part of this question ☑*

(a) **In a sales context** ☐ Yes ☐ No ☐ Don't know

(b) **In a management context** ☐ Yes ☐ No ☐ Don't know

18. **In relation to your objectives in major sales negotiations, how important do you consider the other party's objectives to be?** *Please circle the scale as appropriate ②*

Extremely Important	Rather Important	Not Very Important	Not at all Important
4	3	2	1

19. **Do you consider your most successful negotiations have led to longer or shorter term working associations with the other party?** *Please tick appropriate boxes for each part of this question ☑*

(a) **Longer associations** ☐ Yes ☐ No ☐ Don't know

(b) **Shorter associations** ☐ Yes ☐ No ☐ Don't know

20. **Do you consider your unsuccessful negotiations have led to longer or shorter term working associations with the other party?** *Please tick appropriate boxes for each part of this question ☑*

(a) **Longer associations** ☐ Yes ☐ No ☐ Don't know

(b) **Shorter associations** ☐ Yes ☐ No ☐ Don't know

21. **In the context of major sales, how would you describe a highly successful and effective negotiator?**

____

____

____

22. **I am happy for you to contact me regarding my answers to these questions.**
Please tick appropriate box ☑

☐ Yes ☐ No

☐ **Please tick this box if you wish to remain anonymous in research publications.**

Thank you for completing these questions. Please now return in the enclosed sae by 15 October 1997 to:

Miss T G Harwood, Doctoral Researcher, Department of Marketing,
Leicester Business School, De Montfort University, The Gateway, Leicester LE1 9BH

Tel: (0116) 255 1551 extn 8222 (voice-mail)
Fax: (0116) 251 7548
Email: tghmar@dmu.ac.uk

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SURVEY INTO NEGOTIATION OF MAJOR SALES

SECTION C

Use this page to complete questions or add any further comments you have on major sales negotiations (please remember to include the question number with each answer).

APPENDIX 4

PRE- AND POST-NEGOTIATION QUESTIONNAIRES

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Pre-Meeting Questionnaire

Research into Business-to-Business Sales

For completion by each individual SELLER involved in the meeting

Tracy G Harwood
Doctoral Researcher

Contact details
Tel: 01733 253143
Fax: 01733 253775
Email: tgharwood@lineone.net

The Graduate Business School (Room 2.32)
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Tel: 0116 255 1551 extn 8222 (voice mail)
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1 to 4

Section A

What is the forthcoming meeting about?
(describe in no more than 30 words)

____

____

____

____

Please circle the appropriate number which best describes your level of agreement with the statement about to the forthcoming meeting (6 indicates a high level of agreement with the statement, 1 indicates a high level of disagreement) -

I am happy that I have prepared and planned adequately	6	5	4	3	2	1
I am happy that all the options available to both ourselves and the customer have been explored in readiness for the meeting	6	5	4	3	2	1
The customer is very persuasive	6	5	4	3	2	1
I am very persuasive	6	5	4	3	2	1
There is a great deal of common ground between us and the customer	6	5	4	3	2	1
The customer will take a lot of risk in the things they say	6	5	4	3	2	1
I will take a lot of risk in the things I plan to say	6	5	4	3	2	1
I trust the customer completely	6	5	4	3	2	1
The customer has complete trust in us (my organisation)	6	5	4	3	2	1
I feel I will be creative in the meeting	6	5	4	3	2	1
I feel the customer will be creative in the meeting	6	5	4	3	2	1

Tracy Harwood, Doctoral Researcher, The Graduate Business School (Room 2.32),
De Montfort University, Leicester, LE1 9BH
Tel: 0116 255 1551, extn 8222 (voice mail); Email: tghmar@dmu.ac.uk

Section B

Please rate how important you feel each of the following factors will be in reaching your desired outcome of the meeting, answer by circling the appropriate number (6 indicates high and 1 indicates low) -

Meeting the requirements and terms of my company	6	5	4	3	2	1
Making a financially viable agreement for my company	6	5	4	3	2	1
Establishing or developing the relationship between the 2 companies	6	5	4	3	2	1
Developing new business or future opportunities for my company	6	5	4	3	2	1
Meeting the requirements and terms of the customer	6	5	4	3	2	1
Making a financially viable agreement for the customer	6	5	4	3	2	1
The relational match between the 2 companies	6	5	4	3	2	1
Enhancing the reputation of my company or the customer	6	5	4	3	2	1

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Section C

Please complete each of the following questions -

What do you feel the power balance is between you and the customer?
(Use a ratio to indicate, for example: 60:40)

Us .... : Them ....

What is your perception of the individuals you will meet from the other side before the meeting?
(Use key words to describe, eg., 'friendly'; 'aggressive')

Please use the space on the first page if you wish to make any other comments about your forthcoming participation in the meeting.

Thank you for completing this questionnaire.

Tracy Harwood

Tracy Harwood
Doctoral Researcher

Tracy Harwood, Doctoral Researcher, The Graduate Business School (Room 2.32),
De Montfort University, Leicester, LE1 9BH
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Post-Meeting Questionnaire

Research into Business-to-Business Sales

For completion by each individual BUYER involved in the meeting

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Doctoral Researcher

Contact details
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Fax: 01733 253775
Email: tgharwood@lineone.net

The Graduate Business School (Room 2.32)
De Montfort University
The Gateway
Leicester, LE1 9BH
Tel: 0116 255 1551 extn 8222 (voice mail)
Fax: 0116 251 7548
Email: tghmar@dmu.ac.uk

Please give your full co-operation in completing this questionnaire. All information given and recorded in the course of your participation in this research will remain anonymous. Thank you.

YOUR DETAILS

NAME

ABOUT THE MEETING -

COMPLETION TIME

COMMENTS, if any -

Tracy Harwood, Doctoral Researcher, The Graduate Business School (Room 2.32), De Montfort University, Leicester, LE1 9BH
Tel: 0116 255 1551, extn 8222 (voice mail); Email: tghmar@dmu.ac.uk

/ to 5

Section A : How do you feel about the meeting?
Please circle the appropriate number which best describes your level of agreement with the statement (6 indicates a high level of agreement and 1 indicates a high level of disagreement) -

The meeting was successful for us	6	5	4	3	2	1
The meeting was successful for the supplier	6	5	4	3	2	1
I am committed to the agreement reached	6	5	4	3	2	1
I believe the supplier is committed to the agreement reached	6	5	4	3	2	1
I consider I was effective in the meeting	6	5	4	3	2	1
I consider the supplier was effective in the meeting	6	5	4	3	2	1
I trust the supplier completely	6	5	4	3	2	1
The supplier has complete trust in us (my organisation)	6	5	4	3	2	1
I was completely open with the supplier	6	5	4	3	2	1
The supplier was completely open with us	6	5	4	3	2	1
I am happy that I have explored all the options available to us both	6	5	4	3	2	1
I was persuaded by the supplier's argument	6	5	4	3	2	1
The supplier's argument was completely logical	6	5	4	3	2	1
There was a great deal of common ground between us	6	5	4	3	2	1
I was very flexible in the meeting	6	5	4	3	2	1
The supplier was very flexible in the meeting	6	5	4	3	2	1
The supplier took a high level of risk in the things they said	6	5	4	3	2	1
I took a high level of risk in the things I said	6	5	4	3	2	1
I am happy that I prepared and planned adequately for the meeting	6	5	4	3	2	1
I was creative in the meeting	6	5	4	3	2	1
The supplier was creative in the meeting	6	5	4	3	2	1
I confirmed all the assumptions I made were correct with the supplier	6	5	4	3	2	1
I included all the tradeable options I had identified in the final agreement	6	5	4	3	2	1

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Section B : What factors lead to the outcome achieved?

Please rate the importance of each of the following factors in reaching the outcome, answer by circling the appropriate number (6 indicates high and 1 indicates low) -

Meeting the requirements and terms of my company	6	5	4	3	2	1
Making a financially viable agreement for my company	6	5	4	3	2	1
Establishing or developing the relationship between our companies	6	5	4	3	2	1
Developing new business or future opportunities for my company	6	5	4	3	2	1
Meeting the requirements and terms of the supplier	6	5	4	3	2	1
Making a financially viable agreement for the supplier	6	5	4	3	2	1
The relational match between our companies	6	5	4	3	2	1
Enhancing the reputation of our company or the supplier	6	5	4	3	2	1
The negotiating skill of the supplier or myself	6	5	4	3	2	1

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Section C : How do you rate the other party?
Please rate your impressions of the following characteristics of the supplier, answer by circling the appropriate number (5 indicates extremely important, 4 very imortant, 3 important, 2 mildly unimporant, and 1 unimportant) -

Preparation and planning skill	5	4	3	2	1
Knowledge of subject matter being negotiated	5	4	3	2	1
Ability to think clearly and rapidly under pressure and uncertainty	5	4	3	2	1
Ability to express thoughts verbally	5	4	3	2	1
Listening skill	5	4	3	2	1
Judgment and general intelligence	5	4	3	2	1
Integrity	5	4	3	2	1
Ability to persuade others	5	4	3	2	1
Patience	5	4	3	2	1
Decisiveness	5	4	3	2	1
Ability to win respect and confidence of opponent	5	4	3	2	1
General problem-solving and analytic skills	5	4	3	2	1
Self-control, especially of emotions and their visibility	5	4	3	2	1
Insight into others' feelings	5	4	3	2	1
Persistence and determination	5	4	3	2	1
Ability to perceive and exploit available power to achieve objective	5	4	3	2	1
Insight into hidden needs and reactions of own and the other party's company	5	4	3	2	1
Ability to lead and control members of own team or group	5	4	3	2	1
Previous negotiating experience	5	4	3	2	1
Personal sense of security	5	4	3	2	1
Open-mindedness (tolerance of other viewpoints)	5	4	3	2	1
Competitiveness (desire to compete and win)	5	4	3	2	1
Skill in communicating and co-ordinating various objectives within own company	5	4	3	2	1
Debating ability (skill in parrying questions and answers across the table)	5	4	3	2	1
Willingness to risk being disliked	5	4	3	2	1
Ability to act out skillfully a variety of negotiating roles or postures	5	4	3	2	1
Status or rank in company	5	4	3	2	1
Tolerance to ambiguity and uncertainty	5	4	3	2	1
Skill in communicating by signs, gestures and silence (non-verbal language)	5	4	3	2	1
Compromising temperament	5	4	3	2	1
Attractive personality and sense of humour (degree to which people enjoy being with the person)	5	4	3	2	1
Trusting temperament	5	4	3	2	1
Willingness to take somewhat above-average business or career risks	5	4	3	2	1
Willingness to employ force, threat or bluff to avoid being exploited	5	4	3	2	1

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Section D

Please complete each of the following questions -

How powerful in comparison to the supplier do you feel?
(Use a ratio to indicate the balance of power, for example: 60:40)

Us .... : Them ....

If you think there was a change in the balance of power, what do you think caused the change? (Use key words to describe)

What is your perception of the supplier (individuals you met with) after the meeting? (Use key words to describe, eg., 'friendly'; 'aggressive')

If there was a change in perception, what do you think caused it?

Please use the space on the first page if you wish to make any other comments about your participation in the meeting.

Thank you for completing this questionnaire.

Tracy Harwood

Tracy Harwood
Doctoral Researcher

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APPENDIX 5

TABLE OF IDENTIFYING CODES FOR CONTENT ANALYTIC OBSERVATION CODING MECHANISM

ID CODE	CATEGORY AND DEFINITION
W	Seek Situation/Position A behaviour which seeks a statement on an individual, organisational or third party's situation, view of or position in relation to an issue.
X	Situation/Position A behaviour which states in general terms the party's view of or opinion on an element of interest.
Y	'I Need You' Posture A behaviour which clearly promote the other party's interests in reaching agreement with the party making the statement (may or may not be stated in an obviously positive or negative manner).
Z	'You Need Md' Posture A behaviour which clearly demotes the other party's interests in reaching agreement with the party making the statement (may or may not be stated in an obviously positive or negative manner).
0 (zero)	Seek Justification A behaviour which seeks reasons in support of a contribution.
1	Seek Problem/Implication/Need A behaviour which seeks problems or dissatisfactions, consequences, effects or implications of a difficulty stated by the other party or a need or requirement which the other party can meet.
2	Problems/Implied Need A behaviour which gives a problem on an issue, dissatisfaction or area of concern to the business or individual.
3	Constraint A behaviour which explicitly states the party cannot exceed a position.
4	Need Unambiguous statements of wants, desires or intentions. These may be seen as a pay-off.
5	Justification A behaviour which justifies a statement made by the same party.
6	Seek Social Any seeking behaviour which is not related to the negotiation.
7	Give Social Any giving behaviour which is not related to the negotiation.
8	Labelling A behaviour which states the type of behaviour about to be used by the other party.
9	Interruption Indicates a behaviour used by one person to interrupt another.
A	Seek Proposals Invites a proposal from another.
B	Proposing - Procedural Putting forward a new suggestion on the conduct of the meeting.
C – spec D – un/spec	Proposing - Content Proposals about the content or subject matter of the meeting or action that will be taken after the meeting. These can be of 2 types - Unspecific, where no value is given to the proposal. Specific, where a value is given to the proposal.
H – spec G – un/spec	Tabling A behaviour which highlights an issue or option to be negotiated, recorded only at the point it is first brought to the table - may be Specific or Unspecific.
E	Building Extends a proposal (either specific or unspecific) made by another person.
F	Conditionality Indicates a behaviour which links one to another behaviour ie., contingent upon the proposer receiving something in return.
I	Seek Reactions/Feelings Invites reactions to preceding statements or the personal and emotive opinions from another person.
J	Supporting Declaration of support on another's opinions.
K	Disagreeing Disagreement of point raised by another.
L	Contrary Statement A behaviour which immediately puts forward an alternative opinion.

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M	Feelings - Personal Personal emotive statement.
N	Feelings - Corporate Statements of corporate opinions.
O	Defend/Attack Personal affront of another.
P	Gratuitous Self-Praise A behaviour which one party to make value judgements about themselves. Usually about issues, rather than people.
Q	Retracting A behaviour with which one party exposes or admits error or guilt to the other party.
R	Confirming/Agreeing A behaviour which confirms understanding of or gives substance to an earlier contribution.
S	Clarity Test A behaviour which seeks to establish whether or not an earlier contribution has been understood in a manner which does not seek to cast doubt on that contribution.
T	Incredulous Test A behaviour which seeks to establish whether or not an earlier contribution has been understood in a manner which casts doubt on that contribution by seeking to clarify discrepancies.
U	Rational Test A behaviour which seeks to establish whether or not an earlier contribution has been understood in a way which casts doubt on that contribution but in a non-emotive manner.
V	Summarising Restates in a compact form the preceding discussion.

APPENDIX 6

ANALYSIS OF QUESTIONS RESULTING IN CATEGORISATION OF RELATIONSHIPS

SUMMARY OF QUESTIONS

Key to Question	Instrument	Question
1	Interview	Buyer's view of the strategic importance of seller (1 high, 6 low)
2	Interview	Seller's view of the strategic importance of seller (1 high, 6 low)
3	Interview	Buyer's current position in the Buying Cycle (1-5)
4	Interview	Seller's current position in the Buying Cycle (1-5)
5	Interview	Buyer's intention for meeting outcome in Buying Cycle (1-5)
6	Interview	Seller's intention for meeting outcome in Buying Cycle (1-5)
7	Interview	Buyer's current position on Millman-Wilson model (1-5)
8	Interview	Seller's current position on Millman-Wilson model (1-5)
9	Interview	Buyer's planned future position on Millman-Wilson model (1-5)
10	Interview	Seller's planned future position on Millman-Wilson model (1-5)
11	Post-Neg Qnr (section A)	Meeting Success for the Buyer (6 high, 1 low)
12	Post-Neg Qnr (section A)	Meeting success for the Seller (6 high, 1 low)
13	Post-Neg Qnr (section A)	Buyer's perception of effectiveness in meeting (6 high, 1 low)
14	Post-Neg Qnr (section A)	Seller's perception of effectiveness in meeting (6 high, 1 low)
15	Post-Neg Qnr (section A)	Buyer's of seller perception of trust in meeting (6 high, 1 low)
16	Post-Neg Qnr (section A)	Seller's of buyer perception of trust in meeting (6 high, 1 low)
17	Post-Neg Qnr (section A)	Common ground perceived by Buyers (6 high, 1 low)
18	Post-Neg Qnr (section A)	Common ground perceived by Sellers (6 high, 1 low)

These questions above others were chosen for this analysis on the basis of their comparative importance to the research and their reflection on the negotiation outcomes.

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SUMMARY OF SCORES BY DYAD

Neg / Key	1	2	3	4	5	6	7	8	9	10	11	12
1	2	2	2	5	1	3	2	2	1	1	1	1
2	4	1	6	3	1	5	1	3	1	1	1	1
3	5	5	4	4	5	5	5	5	4	4	4	5
4	4	5	4	4	5	4	5	5	4	4	4	5
5	6	6	4	6	6	6	6	6	6	6	6	6
6	6	6	4	6	6	6	6	6	6	6	6	6
7	2	3	2	1	2	1	3	1	4	1	1	4
8	2	3	1	1	2	1	3	1	4	1	1	4
9	2	4	4	3	4	4	4	4	5	3	3	5
10	2	4	4	2	4	4	4	4	5	4	4	5
11	5	5	5	4	4	5	5	5	5	4	5	6
12	4	4	3	5	6	6	5	3	5	5	3	5
13	4	4	4	5	3	4	4	5	5	3	4	6
14	3	5	3	4	5	5	5	3	5	5	6	4
15	5	5	5	3	3	3	4	5	6	4	5	6
16	4	5	4	4	4	5	4	3	5	5	5	5
17	5	5	6	4	3	4	5	6	6	5	4	6
18	5	5	3	6	6	5	4	2	5	6	6	5
Buyer Total	36	39	36	35	31	35	38	39	42	31	33	45
Seller Total	34	38	32	35	39	41	37	30	40	37	36	40
Avg for Dyad	**35**	**39**	**34**	**35**	**35**	**38**	**38**	**35**	**41**	**34**	**35**	**43**
Category	Early	Mid	Early	Early	Early	Mid	Mid	Early	Prtnr	Early	Early	Prtnr

This analysis enabled grouping into stage of relational development. As can be seen from this table, the Partner dyads scored consistently high in their measures of the variables and were grouped on the basis that both partners to the dyad had scored over 40. Mid stages were grouped on the basis they scored on average 37-39 and Early stage relationships scored comparatively lower.

It is interesting to note that although the stage of relational development identified by the partners at interview in case numbers 3, 4, 6, 8, 10 and 11 may be in the Pre-KAM stage (key 7 and 8 in the table), the post-negotiation questionnaire responses indicated a high level of agreement with the statements such that the relationships may have moved into the Early stage by end of the negotiation (key 11 through 18). As such, the dyads were categorised to be Early for the subsequent analyses.

APPENDIX 7

SELECTED CROSS-TABULATIONS

(SPSS OUTPUT)

Means for ALL NEGOTIATORS

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Meeting Success, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	3.20	5	.45
4	4.33	9	.71
5	4.71	14	.47
High level of agreement	5.75	4	.50
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Committed, Me

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
0	5.00	1	.
2	3.00	1	.
3	3.80	5	.45
4	3.50	2	.71
5	4.45	11	.69
High level of agreement	5.08	12	.79
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Committed, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
0	5.00	1	.
2	3.33	3	.58
3	3.33	3	.58
4	4.33	3	.58
5	4.58	12	.51
High level of agreement	5.10	10	.88
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Effective, Me

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	3.71	7	.49
4	4.75	12	.62
5	4.73	11	.90
High level of agreement	4.50	2	2.12
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Effective, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
2	3.00	1	.
3	3.33	3	.58
4	4.30	10	.67
5	4.92	12	.51
High level of agreement	4.83	6	1.17
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I Trust Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
2	3.25	4	.50
3	4.00	3	1.00
4	4.57	7	.53
5	4.67	12	.49
High level of agreement	5.17	6	1.17
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They Trust Us

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	3.67	6	.82
4	4.55	11	.82
5	4.67	12	.78
High level of agreement	5.33	3	.58
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Open

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
3	4.00	1	.
4	4.25	4	.96
5	4.18	11	.87
High level of agreement	4.81	16	.83
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Open

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
3	3.50	2	.71
4	4.17	6	.98
5	4.73	15	.70
High level of agreement	4.75	8	.89
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - All Options Explored

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - All	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
2	4.00	4	.82
3	4.00	2	1.41
4	4.40	10	.70
5	4.75	8	.71
High level of agreement	5.00	7	1.00
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Persuaded

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
0	5.00	3	.00
2	3.86	7	.90
3	4.67	3	.58
4	4.33	9	.71
5	5.00	8	.76
High level of agreement	4.50	2	2.12
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Their Argument Logical

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - Their	Mean	N	Std. Deviation
0	4.75	4	.50
High level of disagreement	3.00	1	.
2	3.00	1	.
3	4.29	7	.95
4	4.29	7	.49
5	5.13	8	.64
High level of agreement	4.50	4	1.29
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Common Ground

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
2	3.00	2	.00
3	3.75	4	.50
4	4.75	4	.50
5	4.82	11	.60
High level of agreement	4.80	10	.92
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Flexible

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
2	5.00	1	.
3	3.00	2	.00
4	4.50	10	.71
5	4.50	12	.80
High level of agreement	5.17	6	.75
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - *They were Flexible*

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
2	3.67	3	1.15
3	4.00	5	.71
4	4.50	8	.76
5	4.83	12	.72
High level of agreement	5.33	3	.58
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They Took Risks

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	4.40	5	1.34
2	4.00	8	.76
3	4.80	5	.84
4	5.00	7	.58
5	4.50	6	.84
High level of agreement	4.00	1	.
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I Took Risks

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	4.50	4	1.00
2	4.22	9	.83
3	4.33	9	.87
4	5.00	6	.63
5	4.75	4	1.26
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - My Prep & Planning

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - My	Mean	N	Std. Deviation
High level of disagreement	4.00	1	.
2	5.00	1	.
3	3.80	5	.84
4	4.18	11	.75
5	4.91	11	.83
High level of agreement	5.33	3	.58
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Creative

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
2	5.00	1	.
3	4.11	9	.93
4	4.50	14	.85
5	4.67	6	.82
High level of agreement	5.50	2	.71
Total	4.50	32	.88

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Creative

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
3	4.25	8	1.04
4	4.54	13	.66
5	4.86	7	1.07
High level of agreement	4.67	3	.58
Total	4.50	32	.88

Means for EARLY RELATIONAL STAGE

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Meeting Success, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	3.20	5	.45
4	4.29	7	.76
5	4.50	6	.55
High level of agreement	5.50	2	.71
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Committed, Me

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
0	5.00	1	.
2	3.00	1	.
3	3.80	5	.45
4	3.50	2	.71
5	4.33	6	.82
High level of agreement	4.80	5	1.10
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Committed, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
0	5.00	1	.
2	3.33	3	.58
3	3.33	3	.58
4	4.33	3	.58
5	4.57	7	.53
High level of agreement	4.67	3	1.53
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Effective, Me

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	3.67	6	.52
4	4.57	7	.79
5	4.50	6	1.05
High level of agreement	3.00	1	.
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Effective, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
2	3.00	1	.
3	3.33	3	.58
4	4.14	7	.69
5	4.67	6	.52
High level of agreement	4.67	3	1.53
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I Trust Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
2	3.25	4	.50
3	3.50	2	.71
4	4.40	5	.55
5	4.67	6	.52
High level of agreement	4.67	3	1.53
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They Trust Us

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	3.40	5	.55
4	4.38	8	.92
5	4.50	6	.84
High level of agreement	5.00	1	.
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Open

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
3	4.00	1	.
4	3.50	2	.71
5	3.87	8	.83
High level of agreement	4.67	9	.87
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Open

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
3	3.50	2	.71
4	3.33	3	.58
5	4.56	9	.73
High level of agreement	4.60	5	.89
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - All Options Explored

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - All	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
2	4.00	4	.82
3	3.00	1	.
4	4.43	7	.79
5	4.50	4	1.00
High level of agreement	4.33	3	1.15
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Persuaded

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
0	5.00	1	.
2	3.60	5	.89
3	4.50	2	.71
4	4.29	7	.76
5	4.33	3	.58
High level of agreement	4.50	2	2.12
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Their Argument Logical

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - Their	Mean	N	Std. Deviation
0	5.00	1	.
High level of disagreement	3.00	1	.
2	3.00	1	.
3	3.75	4	.96
4	4.33	6	.52
5	4.67	3	.58
High level of agreement	4.50	4	1.29
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Common Ground

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
2	3.00	2	.00
3	3.67	3	.58
4	4.50	2	.71
5	4.50	4	.58
High level of agreement	4.63	8	.92
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Flexible

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
3	3.00	2	.00
4	4.43	7	.79
5	3.80	5	.45
High level of agreement	5.00	5	.71
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Flexible

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
2	3.00	2	.00
3	4.00	4	.82
4	4.50	6	.84
5	4.40	5	.89
High level of agreement	5.00	2	.00
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They Took Risks

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	4.40	5	1.34
2	3.60	5	.55
3	4.50	2	.71
4	4.50	2	.71
5	4.40	5	.89
High level of agreement	4.00	1	.
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I Took Risks

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	4.50	4	1.00
2	4.17	6	.98
3	3.80	5	.84
4	4.67	3	.58
5	4.00	2	1.41
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - My Prep & Planning

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - My	Mean	N	Std. Deviation
High level of disagreement	4.00	1	.
3	3.80	5	.84
4	4.13	8	.83
5	4.50	4	1.29
High level of agreement	5.00	2	.00
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Creative

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
3	4.13	8	.99
4	4.13	8	.99
5	4.33	3	.58
High level of agreement	5.00	1	.
Total	4.20	20	.89

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Creative

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of disagreement	3.00	1	.
3	4.17	6	1.17
4	4.29	7	.76
5	4.00	3	1.00
High level of agreement	4.67	3	.58
Total	4.20	20	.89

Means for MID RELATIONAL STAGE

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Meeting Success, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	4.00	1	.
5	4.80	5	.45
High level of agreement	6.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Committed, Me

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
5	4.60	5	.55
High level of agreement	5.50	2	.71
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Committed, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
5	4.60	5	.55
High level of agreement	5.50	2	.71
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Effective, Me

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	4.00	1	.
4	5.00	3	.00
5	5.00	3	1.00
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Effective, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	4.67	3	.58
5	5.33	3	.58
High level of agreement	4.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I Trust Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
3	5.00	1	.
4	5.00	2	.00
5	4.33	3	.58
High level of agreement	6.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They Trust Us

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	5.00	1	.
4	5.00	3	.00
5	4.67	3	1.15
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Open

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
4	5.00	1	.
5	5.00	3	.00
High level of agreement	4.67	3	1.15
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Open

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	5.00	2	.00
5	5.00	4	.82
High level of agreement	4.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - All Options Explored

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - All	Mean	N	Std. Deviation
3	5.00	1	.
4	4.00	2	.00
5	5.00	3	.00
High level of agreement	6.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Persuaded

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
0	5.00	2	.00
2	4.50	2	.71
3	5.00	1	.
4	4.00	1	.
5	6.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Their Argument Logical

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - Their	Mean	N	Std. Deviation
0	4.67	3	.58
3	5.00	2	.00
4	4.00	1	.
5	6.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Common Ground

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	4.00	1	.
4	5.00	2	.00
5	5.00	4	.82
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Flexible

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
2	5.00	1	.
4	4.50	2	.71
5	5.00	4	.82
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Flexible

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
2	5.00	1	.
3	4.00	1	.
4	4.50	2	.71
5	5.33	3	.58
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They Took Risks

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
2	4.67	3	.58
3	5.00	3	1.00
4	5.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I Took Risks

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
2	4.33	3	.58
3	5.00	3	.00
5	6.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - My Prep & Planning

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - My	Mean	N	Std. Deviation
2	5.00	1	.
4	4.33	3	.58
5	5.00	2	.00
High level of agreement	6.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Creative

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
2	5.00	1	.
3	4.00	1	.
4	5.00	2	.00
5	4.50	2	.71
High level of agreement	6.00	1	.
Total	4.86	7	.69

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Creative

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	4.50	2	.71
4	4.67	3	.58
5	5.50	2	.71
Total	4.86	7	.69

Means for PARTNER RELATIONAL STAGE

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Meeting Success, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	5.00	1	.
5	5.00	3	.00
High level of agreement	6.00	1	.
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Committed, Me

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of agreement	5.20	5	.45
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Committed, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
High level of agreement	5.20	5	.45
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Effective, Me

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	5.00	2	.00
5	5.00	2	.00
High level of agreement	6.00	1	.
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Effective, Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
5	5.00	3	.00
High level of agreement	5.50	2	.71
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I Trust Them

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
5	5.00	3	.00
High level of agreement	5.50	2	.71
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They Trust Us

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
5	5.00	3	.00
High level of agreement	5.50	2	.71
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Open

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
4	5.00	1	.
High level of agreement	5.25	4	.50
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Open

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	5.00	1	.
5	5.00	2	.00
High level of agreement	5.50	2	.71
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - All Options Explored

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - All	Mean	N	Std. Deviation
4	5.00	1	.
5	5.00	1	.
High level of agreement	5.33	3	.58
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Persuaded

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	5.00	1	.
5	5.25	4	.50
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Their Argument Logical

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - Their	Mean	N	Std. Deviation
3	5.00	1	.
5	5.25	4	.50
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - Common Ground

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
5	5.00	3	.00
High level of agreement	5.50	2	.71
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Flexible

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A - I	Mean	N	Std. Deviation
4	5.00	1	.
5	5.00	3	.00
High level of agreement	6.00	1	.
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Flexible

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
5	5.00	4	.00
High level of agreement	6.00	1	.
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They Took Risks

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	5.25	4	.50
5	5.00	1	.
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I Took Risks

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
3	5.00	1	.
4	5.33	3	.58
5	5.00	1	.
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - My Prep & Planning

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
5	5.20	5	.45
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - I was Creative

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	5.00	4	.00
5	6.00	1	.
Total	5.20	5	.45

Post-Meeting S.A - Meeting Success, Us * Post-Meeting S.A - They were Creative

Post-Meeting S.A - Meeting Success, Us

Post-Meeting S.A -	Mean	N	Std. Deviation
4	5.00	3	.00
5	5.50	2	.71
Total	5.20	5	.45

APPENDIX 8

SEQUAN CODE OF NEGOTIATION NUMBER 2

SEQUAN CODE OF NEGOTIATION 2

ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG2 ³
³ Result Code: 2155663344544455555 21st February 2002 Time: 11:44 ³
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```
1: W S S BGGGB5IX  R  9R  R  9R  J  R  R RXE5  95XEXNW  9R  JH5I  E R
2:  X R R          XJ3 2X  95X XJX  GH 3X G5 C  9R  X5  95  JEJ J

1: XEX S X  KX RX R5X JXMX JX  J5W R R  R R LJ RW W RX5H  9J  J5B C5EH5
2:    W R WS  S  S  I  S  JI  X X X2 2 2  X  X X  K5C5  95  J

1:  5W  9R  9I J JG XHX5  95FDFD5 D 3X  JXYZXCX  RS  J CIBD5GC 5 S  6 67J
2: J  NX  9X  J J  J  9J  R W  JW  J5  RX R  J J RX 7

1: VX X  9R  XZCICI BGI  9R  R H J J J D5I  JX  S R X X S JIW R 9J  J5X5
2:   W WS  9X  J  JX  9X X J 5 X R  X5X  8W S L X R 5  X X  9J

1: H5CI  R R  9J  JXS JX5X  9C5 J JX RX R RXIX H  9J  25 KI XB X W  C5
2:    RX X 5J5  9X  R  9J  X J  X  X R  J J5  95  S  J  J J X5  52

1: 2C J5XS J5 OIC RXG5 XB5IS  9X5H X W5 X R5DX X 9X RX  JX X RX X5  9R RX
2:  X   R J  B  X  9R  J X  X S  S 5  S  J5  W S  J  JS  S

1: B5HI 9R  9R  J J  J R J RG5I  R  X RSXJX  9JS JD W S R JX5RI XB5CDW
2:   X  9X  9B B XB X X X  XC5 XW C  9R  R  W X X 5  R  XE

1: 9R E R 9R  RBV 9R  X X 9R  JX J5  J X XJ JB  J 9R  9R  9S  RA5AI
2:  W J S  9X  X  9X X S  9X  R  JX R S  X  JI5 Y  9X  95  RX  8KBKH

1: S  E  9R  JFGFHB5X  X X GX5 XWPW5 X 9R  X5C JB  J JBI 9X  X X 7 7 7AB
2:  RX 9X  95E  9R X X  R  W R  9X  J  JX J  X  XI X J 6 6

1:
2: 9J 9BGC RC C XB5 5  J R 9R X5  XI X R  RXR J JXW  KX J XP I X MXP S RX5
2:    S  A R  J J5 B 5  G  J5  J 5 RW  J 3  IX  X X  J J J  W X

1: XJ A  JV RJVB5 J
2:   J KV  J  R
```

APPENDIX 9

CHI-SQUARE ANALYSIS OF RELATIONSHIP STAGES

SPSS OUTPUT

RELSTG (relationship stage) * B (category id) Crosstabulation

Count

		B												
		1.00	2.00	3.00	4.00	5.00	6.00	7.00	8.00	9.00	10.00	11.00	12.00	13.00
RELSTG	1	26	113	116	87	16	24	139	22	106	1669	61	1	23
	2	20	55	77	38	17	15	85	23	63	549	26	3	18
	3	19	107	111	46	15	3	76	9	26	727	21	1	15
Total		65	275	304	171	48	42	300	54	195	2945	108	5	56

14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00	27.00
8	33	15	2	535	467	4	3	35	271	2021	3	18	2
5	4	3	9	179	114			39	92	672	9	9	3
3	3	3		196	96		2	15	83	872	5		
16	40	21	11	910	677	4	5	89	446	3565	17	27	5

									Total
28.00	29.00	30.00	31.00	32.00	33.00	34.00	35.00	36.00	
1	7	5	10	580	36	96	21	1010	7586
	9	10	4	253	8	10	9	258	2688
	10	13	7	284	2	11	4	434	3219
1	26	28	21	1117	46	117	34	1702	13406

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	462.010	70	.000
Likelihood Ratio	462.647	70	.000
N of Valid Cases	13493		

a 23 cells (21.3%) have expected count less than 5. The minimum expected count is .20.

APPENDIX 10

SEQUAN FREQUENCY ANALYSIS OF EACH NEGOTIATION
(INDIVIDUAL)

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG1
Result Code: 245466222254435455 — 21st February 2002 — Time: 16:42

Speakers:

	1	%	2	%
A: Seek Prop	2	0.83	2	0.63
B: Prop Proc	1	0.42	5	1.58
C: Prop U/S Cont	5	2.08	9	2.84
D: Prop S Cont	5	2.08	9	2.84
E: Building	7	2.92	6	1.89
F: Conditional				
G: Table U/S	4	1.67	3	0.95
H: Table Spec			4	1.26
I: Seek Reac/Feel	11	4.58	7	2.21
J: Support	35	14.58	50	15.77
K: Disagree	4	1.67	8	2.52

Page 1 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG1
Result Code: 245466222254435455 — 21st February 2002 — Time: 16:42

Speakers:

	1	%	2	%
L: Contrary St/ment	1	0.42		
M: Feel Personal			5	1.58
N: Feel Corporate				
O: Defend/Attack	3	1.25	5	1.58
P: Grat S/Praise				
Q: Retract			1	0.32
R: Confirm/Agree	23	9.58	34	10.73
S: Clarity Test	24	10.00	18	5.68
T: Incred Test				
U: Rational Test			1	0.32
V: Summary			1	0.32

Page 2 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG1
Result Code: 245466222254435455 — 21st February 2002 — Time: 16:42

Speakers:

1	%	2	%

1 to 26

W: Seek Sitn/Posn	12	5.00	27	8.52
X: Sitn/Posn	69	28.75	64	20.19
Y: 'INY' Posture				
Z: 'YNM' Posture				
0: Seek Justifn				
1: Seek P/Imp/Need				
2: Prob/Imp Need	1	0.42		
3: Constraint	1	0.42		
4: Need				
5: Justification	12	5.00	43	13.56
6: Seek Other				

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³ Page 3 This table continues on the next page. ³
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³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG1 ³
³ Result Code: 245466222254435455 21st February 2002 Time: 16:42 ³
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	Speakers: 1	%	2	%
7: Give Other				
8: Label	1	0.42		
9: Shut Out	19	7.92	15	4.73
Totals:	240	100.01	317	100.02

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³ Page 4 ³
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Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG2
Result Code: 215566334454455555 21st February 2002 Time: 16:43

	Speakers: 1	%	2	%
A: Seek Prop	4	0.92	1	0.36
B: Prop Proc	18	4.14	6	2.14
C: Prop U/S Cont	16	3.68	4	1.42
D: Prop S Cont	8	1.84		
E: Building	7	1.61	3	1.07
F: Conditional	4	0.92		
G: Table U/S	11	2.53	3	1.07
H: Table Spec	10	2.30	2	0.71
I: Seek Reac/Feel	21	4.83	5	1.78
J: Support	55	12.64	51	18.15
K: Disagree	3	0.69	4	1.42

Page 1 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG2
Result Code: 215566334454455555 21st February 2002 Time: 16:43

	Speakers: 1	%	2	%
L: Contrary St/ment	1	0.23	1	0.36
M: Feel Personal	2	0.46		
N: Feel Corporate	1	0.23	1	0.36
O: Defend/Attack	1	0.23		
P: Grat S/Praise	3	0.69		
Q: Retract				
R: Confirm/Agree	62	14.25	28	9.96
S: Clarity Test	16	3.68	17	6.05
T: Incred Test				
U: Rational Test				
V: Summary	4	0.92	1	0.36

Page 2 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG2
Result Code: 215566334454455555 21st February 2002 Time: 16:43

	Speakers: 1	%	2	%

W: Seek Sitn/Posn	14	3.22	14	4.98
X: Sitn/Posn	83	19.08	72	25.62
Y: 'INY' Posture	1	0.23	1	0.36
Z: 'YNM' Posture	2	0.46		
0: Seek Justifn				
1: Seek P/Imp/Need				
2: Prob/Imp Need	2	0.46	5	1.78
3: Constraint	1	0.23	3	1.07
4: Need				
5: Justification	47	10.80	28	9.96
6: Seek Other	2	0.46	2	0.71

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³ Page 3 This table continues on the next page. ³
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³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG2 ³
³ Result Code: 215566334454455555 21st February 2002 Time: 16:43 ³
ÀÄÄÙ

	Speakers: 1	%	2	%
7: Give Other	4	0.92	1	0.36
8: Label			2	0.71
9: Shut Out	32	7.36	26	9.25
Totals:	435	100.01	281	100.01

ÚÄÄ¿
³ Page 4 ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG3.SET   ³
³ 21st February 2002   Time: 16:57   ³
ÀÄÄÄÙ

OVERALL FREQUENCY TABLE
~~~~~~~~~~~~~~~~~~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG3.... ....   NEG3.... ....
NEG3.... ....   NEG3.... ....
The Call Codes and Result Codes
that match are:-
NEG31... 264444214453435463......   NEG32... 264444214453435463......

ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG3.SET   ³
³ 21st February 2002   Time: 16:57   ³
ÀÄÄÄÙ

Speakers:

	1	%	2	%	3	%	4	%
A: Seek Prop								
B: Prop Proc	20	6.37	3	1.39			1	0.78
C: Prop U/S Cont	4	1.27						
D: Prop S Cont	5	1.59					1	0.78
E: Building								
F: Conditional								
G: Table U/S	10	3.18	2	0.93	1	1.49	2	1.56
H: Table Spec	1	0.32						
I: Seek Reac/Feel	14	4.46	7	3.24	2	2.99		
J: Support	31	9.87	14	6.48	5	7.46	13	10.16
K: Disagree								

ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG3.SET   ³
³ 21st February 2002   Time: 16:57   ³
ÀÄÄÄÙ

Speakers:

	1	%	2	%	3	%	4	%
~~~~~~~~~~~~~~~~~~~~~~~

L: Contrary St/ment								
M: Feel Personal	1	0.32						
N: Feel Corporate	2	0.64					2	1.56
O: Defend/Attack			1	0.46				
P: Grat S/Praise	2	0.64	1	0.46				
Q: Retract								
R: Confirm/Agree	32	10.19	15	6.94	3	4.48	12	9.38
S: Clarity Test	13	4.14	12	5.56	11	16.42	16	12.50
T: Incred Test							3	2.34
U: Rational Test								
V: Summary	3	0.96						

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³ Page 3 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG3.SET ³
³ 21st February 2002 Time: 16:57 ³
ÀÄÄÄÙ

	Speakers:							
	1	%	2	%	3	%	4	%
W: Seek Sitn/Posn	16	5.10	9	4.17	6	8.96	7	5.47
X: Sitn/Posn	94	29.94	105	48.61	24	35.82	43	33.59
Y: 'INY' Posture								
Z: 'YNM' Posture	1	0.32						
0: Seek Justifn								
1: Seek P/Imp/Need								
2: Prob/Imp Need								
3: Constraint								
4: Need								
5: Justification	23	7.32	23	10.65	5	7.46	6	4.69
6: Seek Other	1	0.32						

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³ Page 4 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG3.SET ³
³ 21st February 2002 Time: 16:57 ³
ÀÄÄÄÙ

	Speakers:							
	1	%	2	%	3	%	4	%
7: Give Other	1	0.32	1	0.46	3	4.48		
8: Label	2	0.64	1	0.46				
9: Shut Out	38	12.10	22	10.19	7	10.45	22	17.19
Totals:	314	100.01	216	100.00	67	100.01	128	100.00

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³ Page 5 This table continues on the next page. ³
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	Speakers:	
	5	%
A: Seek Prop	1	0.24
B: Prop Proc	2	0.48
C: Prop U/S Cont		
D: Prop S Cont		
E: Building		
F: Conditional		
G: Table U/S	2	0.48
H: Table Spec	2	0.48
I: Seek Reac/Feel	1	0.24
J: Support	105	25.00
K: Disagree	8	1.90

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³ Page 6 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG3.SET ³
³ 21st February 2002 Time: 16:57 ³
ÀÄÄÙ

	Speakers:	
	5	%
L: Contrary St/ment		
M: Feel Personal	1	0.24
N: Feel Corporate		
O: Defend/Attack		
P: Grat S/Praise		
Q: Retract		
R: Confirm/Agree	41	9.76
S: Clarity Test	30	7.14
T: Incred Test		
U: Rational Test	1	0.24
V: Summary		

Page 7 This table continues on the next page.

	Speakers: 5	%
W: Seek Sitn/Posn	22	5.24
X: Sitn/Posn	116	27.62
Y: 'INY' Posture		
Z: 'YNM' Posture		
0: Seek Justifn		
1: Seek P/Imp/Need		
2: Prob/Imp Need		
3: Constraint	1	0.24
4: Need	1	0.24
5: Justification	27	6.43
6: Seek Other	3	0.71

Page 8 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEG3.SET
21st February 2002 Time: 16:57

	Speakers: 5	%
7: Give Other		
8: Label	2	0.48
9: Shut Out	54	12.86
Totals:	420	100.02

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG4
Result Code: 534466113245543446 21st February 2002 Time: 16:57

Speakers:	1	%	2	%
A: Seek Prop	2	0.95	2	0.83
B: Prop Proc	1	0.48	3	1.24
C: Prop U/S Cont	1	0.48	11	4.55
D: Prop S Cont			12	4.96
E: Building			2	0.83
F: Conditional	4	1.90	8	3.31
G: Table U/S	2	0.95	9	3.72
H: Table Spec	1	0.48	7	2.89
I: Seek Reac/Feel	4	1.90	2	0.83
J: Support	26	12.38	10	4.13
K: Disagree	3	1.43	1	0.41

Page 1 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG4
Result Code: 534466113245543446 21st February 2002 Time: 16:57

Speakers:	1	%	2	%
L: Contrary St/ment				
M: Feel Personal	1	0.48		
N: Feel Corporate				
O: Defend/Attack				
P: Grat S/Praise			1	0.41
Q: Retract				
R: Confirm/Agree	52	24.76	14	5.79
S: Clarity Test	8	3.81	33	13.64
T: Incred Test				
U: Rational Test				
V: Summary				

Page 2 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG4
Result Code: 534466113245543446 21st February 2002 Time: 16:57

Speakers:	1	%	2	%

W: Seek Sitn/Posn	6	2.86	10	4.13
X: Sitn/Posn	58	27.62	50	20.66
Y: 'INY' Posture				
Z: 'YNM' Posture				
0: Seek Justifn				
1: Seek P/Imp/Need				
2: Prob/Imp Need	1	0.48	1	0.41
3: Constraint			2	0.83
4: Need	5	2.38		
5: Justification	18	8.57	45	18.60
6: Seek Other	1	0.48	2	0.83

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³ Page 3 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG4 ³
³ Result Code: 534466113245543446 21st February 2002 Time: 16:57 ³
ÀÄÄÙ

	Speakers: 1	%	2	%
7: Give Other				
8: Label			1	0.41
9: Shut Out	16	7.62	16	6.61
Totals:	210	100.01	242	100.02

ÚÄÄ¿
³ Page 4 ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG5 ³
³ Result Code: 115566224446353436   21st February 2002   Time: 16:57 ³
ÀÄÄÄÙ

	Speakers: 1	%	2	%
A: Seek Prop	1	1.23	3	3.09
B: Prop Proc	4	4.94	4	4.12
C: Prop U/S Cont	3	3.70		
D: Prop S Cont	1	1.23	1	1.03
E: Building			1	1.03
F: Conditional	2	2.47		
G: Table U/S	3	3.70	2	2.06
H: Table Spec	6	7.41		
I: Seek Reac/Feel	1	1.23	2	2.06
J: Support	12	14.81	15	15.46
K: Disagree	1	1.23	4	4.12

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³ Page 1 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG5 ³
³ Result Code: 115566224446353436   21st February 2002   Time: 16:57 ³
ÀÄÄÄÙ

	Speakers: 1	%	2	%
L: Contrary St/ment				
M: Feel Personal	1	1.23	3	3.09
N: Feel Corporate				
O: Defend/Attack				
P: Grat S/Praise				
Q: Retract				
R: Confirm/Agree	15	18.52	14	14.43
S: Clarity Test	5	6.17	10	10.31
T: Incred Test				
U: Rational Test				
V: Summary				

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³ Page 2 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG5 ³
³ Result Code: 115566224446353436   21st February 2002   Time: 16:57 ³
ÀÄÄÄÙ

Speakers:
1 % 2 %

W: Seek Sitn/Posn	3	3.70	6	6.19
X: Sitn/Posn	14	17.28	13	13.40
Y: 'INY' Posture				
Z: 'YNM' Posture				
0: Seek Justifn				
1: Seek P/Imp/Need			1	1.03
2: Prob/Imp Need			1	1.03
3: Constraint				
4: Need				
5: Justification	5	6.17	8	8.25
6: Seek Other	1	1.23		

	Speakers: 1	%	2	%
7: Give Other			2	2.06
8: Label			3	3.09
9: Shut Out	3	3.70	4	4.12
Totals:	81	99.95	97	99.97

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG6
Result Code: 355466114456453545 21st February 2002 Time: 16:57

	Speakers: 1	%	2	%	3	%
A: Seek Prop					5	2.17
B: Prop Proc	1	1.75	5	1.64	10	4.35
C: Prop U/S Cont	1	1.75	15	4.92	2	0.87
D: Prop S Cont			14	4.59	1	0.43
E: Building						
F: Conditional			8	2.62		
G: Table U/S	1	1.75	23	7.54	7	3.04
H: Table Spec			7	2.30	4	1.74
I: Seek Reac/Feel	1	1.75	3	0.98	6	2.61
J: Support	12	21.05	41	13.44	30	13.04
K: Disagree	1	1.75	1	0.33	2	0.87

Page 1 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG6
Result Code: 355466114456453545 21st February 2002 Time: 16:57

	Speakers: 1	%	2	%	3	%
L: Contrary St/ment						
M: Feel Personal					2	0.87
N: Feel Corporate					1	0.43
O: Defend/Attack	1	1.75			2	0.87
P: Grat S/Praise						
Q: Retract						
R: Confirm/Agree	6	10.53	20	6.56	10	4.35
S: Clarity Test	4	7.02	11	3.61	10	4.35
T: Incred Test						
U: Rational Test						
V: Summary			2	0.66	1	0.43

Page 2 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG6
Result Code: 355466114456453545 21st February 2002 Time: 16:57

	Speakers: 1	%	2	%	3	%

W: Seek Sitn/Posn	6	10.53	14	4.59	7	3.04
X: Sitn/Posn	11	19.30	46	15.08	70	30.43
Y: 'INY' Posture			1	0.33	2	0.87
Z: 'YNM' Posture			4	1.31	1	0.43
0: Seek Justifn						
1: Seek P/Imp/Need						
2: Prob/Imp Need			1	0.33	1	0.43
3: Constraint			2	0.66	1	0.43
4: Need			3	0.98		
5: Justification	7	12.28	56	18.36	22	9.57
6: Seek Other					3	1.30

	Speakers: 1	%	2	%	3	%
7: Give Other						
8: Label	2	3.51	1	0.33	1	0.43
9: Shut Out	3	5.26	27	8.85	29	12.61
Totals:	57	99.98	305	100.01	230	99.96

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG7
Result Code: 215566334455454454 — 21st February 2002 — Time: 16:58

Speakers:	1	%	2	%	3	%	4	%
A: Seek Prop	1	0.28			2	2.22	1	0.31
B: Prop Proc	11	3.08					2	0.63
C: Prop U/S Cont	10	2.80	2	1.57			6	1.89
D: Prop S Cont			2	1.57				
E: Building	1	0.28			4	4.44		
F: Conditional			1	0.79				
G: Table U/S	19	5.32	5	3.94	4	4.44	9	2.83
H: Table Spec								
I: Seek Reac/Feel	12	3.36	3	2.36				
J: Support	111	31.09	31	24.41	18	20.00	125	39.31
K: Disagree	2	0.56	1	0.79	1	1.11	2	0.63

Page 1 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG7
Result Code: 215566334455454454 — 21st February 2002 — Time: 16:58

Speakers:	1	%	2	%	3	%	4	%
L: Contrary St/ment								
M: Feel Personal								
N: Feel Corporate								
O: Defend/Attack								
P: Grat S/Praise								
Q: Retract								
R: Confirm/Agree	9	2.52	8	6.30	5	5.56	14	4.40
S: Clarity Test	15	4.20	3	2.36	3	3.33	11	3.46
T: Incred Test								
U: Rational Test								
V: Summary	19	5.32			1	1.11	2	0.63

Page 2 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG7
Result Code: 215566334455454454 — 21st February 2002 — Time: 16:58

Speakers:	1	%	2	%	3	%	4	%

	1	%	2	%	3	%	4	%
W: Seek Sitn/Posn	10	2.80			2	2.22	1	0.31
X: Sitn/Posn	69	19.33	53	41.73	27	30.00	88	27.67
Y: 'INY' Posture								
Z: 'YNM' Posture								
0: Seek Justifn	1	0.28					2	0.63
1: Seek P/Imp/Need								
2: Prob/Imp Need								
3: Constraint								
4: Need							1	0.31
5: Justification	24	6.72	2	1.57	8	8.89	20	6.29
6: Seek Other	1	0.28						

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³ Page 3 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG7 ³
³ Result Code: 215566334455454454 21st February 2002 Time: 16:58 ³
ÀÄÄÙ

Speakers:

	1	%	2	%	3	%	4	%
7: Give Other	2	0.56	1	0.79	1	1.11	1	0.31
8: Label	2	0.56						
9: Shut Out	38	10.64	15	11.81	14	15.56	33	10.38
Totals:	357	99.98	127	99.99	90	99.99	318	99.99

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³ Page 4 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Call: NEG7 ³
³ Result Code: 215566334455454454 21st February 2002 Time: 16:58 ³
ÀÄÄÄÙ

Speakers:

A: Seek Prop
B: Prop Proc
C: Prop U/S Cont
D: Prop S Cont
E: Building
F: Conditional

OVERALL FREQUENCY TABLE
~~~~~~~~~~~~~~~~~~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG8.... .... NEG82... ....
NEG83... ....

The Call Codes and Result Codes
that match are:-
NEG8.... 235566114453535362...... NEG82... 235566114453535362......
NEG83... 235566114453535362......

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEG8.SET
21st February 2002 Time: 16:58

Speakers:	1	%	2	%	3	%	4	%
A: Seek Prop	2	0.18						
B: Prop Proc	22	1.98			1	1.64	3	0.20
C: Prop U/S Cont	33	2.97					8	0.54
D: Prop S Cont	10	0.90	3	0.63			8	0.54
E: Building								
F: Conditional								
G: Table U/S	33	2.97	2	0.42	2	3.28	11	0.74
H: Table Spec	1	0.09						
I: Seek Reac/Feel	15	1.35	2	0.42	1	1.64	3	0.20
J: Support	250	22.50	79	16.70	8	13.11	509	34.12
K: Disagree	4	0.36	1	0.21			6	0.40

 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEG8.SET
21st February 2002 Time: 16:58

Speakers:
1 % 2 % 3 % 4 %
~~~~~~~~~~~~~~~~~~~~~~~

L: Contrary St/ment								
M: Feel Personal	1	0.09					1	0.07
N: Feel Corporate	2	0.18						
O: Defend/Attack	2	0.18	2	0.42			2	0.13
P: Grat S/Praise								
Q: Retract	1	0.09						
R: Confirm/Agree	66	5.94	40	8.46	8	13.11	60	4.02
S: Clarity Test	36	3.24	13	2.75	6	9.84	111	7.44
T: Incred Test								
U: Rational Test							1	0.07
V: Summary	18	1.62					4	0.27

Page 3 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEG8.SET
21st February 2002 Time: 16:58

	Speakers: 1	%	2	%	3	%	4	%
W: Seek Sitn/Posn	33	2.97	12	2.54	1	1.64	34	2.28
X: Sitn/Posn	315	28.35	214	45.24	23	37.70	268	17.96
Y: 'INY' Posture	1	0.09						
Z: 'YNM' Posture	1	0.09	9	1.90				
0: Seek Justifn	2	0.18						
1: Seek P/Imp/Need								
2: Prob/Imp Need							2	0.13
3: Constraint								
4: Need							1	0.07
5: Justification	88	7.92	26	5.50	2	3.28	76	5.09
6: Seek Other	15	1.35	7	1.48	2	3.28	2	0.13

Page 4 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEG8.SET
21st February 2002 Time: 16:58

	Speakers: 1	%	2	%	3	%	4	%
7: Give Other	30	2.70	17	3.59	5	8.20	34	2.28
8: Label							2	0.13
9: Shut Out	130	11.70	46	9.73	2	3.28	346	23.19
Totals:	1111	99.99	473	99.99	61	100.00	1492	100.00

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEG9.SET
21st February 2002 Time: 16:59

OVERALL FREQUENCY TABLE
~~~~~~~~~~~~~~~~~~~~~~~
Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG91... .... NEG92... ....
NEG9.... ....
The Call Codes and Result Codes
that match are:-
NEG91... 114466445555556565...... NEG92... 114466445555556565......

Page 1

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEG9.SET
21st February 2002 Time: 16:59

	Speakers: 1	%	2	%	3	%	4	%
A: Seek Prop	12	1.08			3	0.27		
B: Prop Proc	46	4.14	9	2.78	44	3.93		
C: Prop U/S Cont	37	3.33	13	4.01	45	4.02	2	6.90
D: Prop S Cont	16	1.44	2	0.62	25	2.23		
E: Building	5	0.45	1	0.31	5	0.45		
F: Conditional	1	0.09						
G: Table U/S	18	1.62	3	0.93	20	1.79	2	6.90
H: Table Spec	4	0.36	1	0.31	4	0.36		
I: Seek Reac/Feel	9	0.81	2	0.62	11	0.98		
J: Support	294	26.46	43	13.27	231	20.62	5	17.24
K: Disagree	3	0.27	3	0.93	7	0.62	2	6.90

Page 2 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEG9.SET
21st February 2002 Time: 16:59

Speakers:
1 % 2 % 3 % 4 %
~~~~~~~~~~~~~~~~~~~~~~~

L: Contrary St/ment	1	0.09						
M: Feel Personal	2	0.18	2	0.62	2	0.18		
N: Feel Corporate	1	0.09			2	0.18		
O: Defend/Attack								
P: Grat S/Praise	3	0.27						
Q: Retract								
R: Confirm/Agree	63	5.67	33	10.19	67	5.98	4	13.79
S: Clarity Test	15	1.35	16	4.94	39	3.48		
T: Incred Test								
U: Rational Test	1	0.09			1	0.09		
V: Summary	1	0.09			5	0.45		

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³ Page 3 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG9.SET ³
³ 21st February 2002 Time: 16:59 ³
ÀÄÄÙ

	Speakers: 1	%	2	%	3	%	4	%
W: Seek Sitn/Posn	22	1.98	11	3.40	38	3.39		
X: Sitn/Posn	255	22.95	128	39.51	308	27.50	10	34.48
Y: 'INY' Posture	2	0.18			1	0.09		
Z: 'YNM' Posture								
0: Seek Justifn								
1: Seek P/Imp/Need								
2: Prob/Imp Need	4	0.36			6	0.54		
3: Constraint	4	0.36			9	0.80		
4: Need								
5: Justification	96	8.64	29	8.95	116	10.36		
6: Seek Other					2	0.18		

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³ Page 4 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG9.SET ³
³ 21st February 2002 Time: 16:59 ³
ÀÄÄÙ

	Speakers: 1	%	2	%	3	%	4	%
7: Give Other	8	0.72	1	0.31	1	0.09	1	3.45
8: Label	1	0.09			2	0.18		
9: Shut Out	187	16.83	27	8.33	126	11.25	3	10.34
Totals:	1111	99.99	324	100.03	1120	100.01	29	100.00

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG10
Result Code: 114466113445354556 — 21st February 2002 — Time: 16:59

	Speakers: 1	%	2	%	3	%
A: Seek Prop					3	0.67
B: Prop Proc	8	1.59	1	1.05	16	3.58
C: Prop U/S Cont	15	2.99			2	0.45
D: Prop S Cont	14	2.79	6	6.32	2	0.45
E: Building						
F: Conditional	8	1.59				
G: Table U/S	17	3.39	6	6.32	3	0.67
H: Table Spec						
I: Seek Reac/Feel	9	1.79			2	0.45
J: Support	117	23.31	25	26.32	144	32.21
K: Disagree	2	0.40			2	0.45

Page 1 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG10
Result Code: 114466113445354556 — 21st February 2002 — Time: 16:59

	Speakers: 1	%	2	%	3	%
L: Contrary St/ment						
M: Feel Personal	1	0.20			3	0.67
N: Feel Corporate	2	0.40				
O: Defend/Attack			2	2.11	4	0.89
P: Grat S/Praise	1	0.20			2	0.45
Q: Retract						
R: Confirm/Agree	15	2.99	4	4.21	21	4.70
S: Clarity Test	19	3.78	3	3.16	14	3.13
T: Incred Test						
U: Rational Test						
V: Summary	4	0.80	1	1.05		

Page 2 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG10
Result Code: 114466113445354556 — 21st February 2002 — Time: 16:59

	Speakers: 1	%	2	%	3	%

W: Seek Sitn/Posn	5	1.00			10	2.24
X: Sitn/Posn	128	25.50	26	27.37	89	19.91
Y: 'INY' Posture						
Z: 'YNM' Posture	4	0.80			2	0.45
0: Seek Justifn						
1: Seek P/Imp/Need						
2: Prob/Imp Need						
3: Constraint						
4: Need	1	0.20			2	0.45
5: Justification	72	14.34	6	6.32	23	5.15
6: Seek Other						

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³ Page 3 This table continues on the next page. ³
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	Speakers: 1	%	2	%	3	%
7: Give Other						
8: Label	1	0.20	1	1.05		
9: Shut Out	59	11.75	14	14.74	103	23.04
Totals:	502	100.01	95	100.02	447	100.01

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG11
Result Code: 114466113453465546 21st February 2002 Time: 17:00

	Speakers: 1	%	2	%	3	%
A: Seek Prop			5	0.89	3	0.68
B: Prop Proc			15	2.67	3	0.68
C: Prop U/S Cont			13	2.32	12	2.73
D: Prop S Cont			3	0.53	7	1.59
E: Building						
F: Conditional			2	0.36		
G: Table U/S			12	2.14	13	2.95
H: Table Spec						
I: Seek Reac/Feel	1	1.39	19	3.39	3	0.68
J: Support	9	12.50	118	21.03	94	21.36
K: Disagree	1	1.39	10	1.78	6	1.36

Page 1 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG11
Result Code: 114466113453465546 21st February 2002 Time: 17:00

	Speakers: 1	%	2	%	3	%
L: Contrary St/ment						
M: Feel Personal			3	0.53	2	0.45
N: Feel Corporate						
O: Defend/Attack			6	1.07	6	1.36
P: Grat S/Praise			5	0.89	3	0.68
Q: Retract						
R: Confirm/Agree	9	12.50	19	3.39	38	8.64
S: Clarity Test	7	9.72	52	9.27	26	5.91
T: Incred Test			1	0.18		
U: Rational Test						
V: Summary			4	0.71		

Page 2 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Call: NEG11
Result Code: 114466113453465546 21st February 2002 Time: 17:00

Speakers:
1 % 2 % 3 %

W: Seek Sitn/Posn	3	4.17	27	4.81	22	5.00
X: Sitn/Posn	33	45.83	141	25.13	134	30.45
Y: 'INY' Posture			2	0.36		
Z: 'YNM' Posture			1	0.18		
0: Seek Justifn						
1: Seek P/Imp/Need						
2: Prob/Imp Need			1	0.18		
3: Constraint			1	0.18		
4: Need						
5: Justification	2	2.78	47	8.38	23	5.23
6: Seek Other			1	0.18	1	0.23

Page 3 This table continues on the next page.

Speakers:	1	%	2	%	3	%
7: Give Other			2	0.36	1	0.23
8: Label			7	1.25		
9: Shut Out	7	9.72	44	7.84	43	9.77
Totals:	72	100.00	561	100.00	440	99.98

ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG12.SET ³
³ 21st February 2002 Time: 17:01 ³
ÀÄÄÄÙ

OVERALL FREQUENCY TABLE
~~~~~~~~~~~~~~~~~~~~~~~
Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG12... .... NEG12... ....
NEG12... ....
The Call Codes and Result Codes
that match are:-
NEG12... 11556644556564 6565......

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³ Page 1 ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG12.SET ³
³ 21st February 2002 Time: 17:01 ³
ÀÄÄÄÙ

	Speakers: 1	%	2	%	3	%
A: Seek Prop	1	0.44	3	2.61		
B: Prop Proc					8	2.72
C: Prop U/S Cont	2	0.88	1	0.87	11	3.74
D: Prop S Cont					3	1.02
E: Building			3	2.61	1	0.34
F: Conditional					2	0.68
G: Table U/S	6	2.65	5	4.35	22	7.48
H: Table Spec						
I: Seek Reac/Feel					4	1.36
J: Support	112	49.56	22	19.13	20	6.80
K: Disagree	2	0.88	4	3.48		

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³ Page 2 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG12.SET ³
³ 21st February 2002 Time: 17:01 ³
ÀÄÄÄÙ

Speakers: 1	%	2	%	3	%
~~~~~~~~~~~~~~~~~~~~~~~

L: Contrary St/ment						
M: Feel Personal	1	0.44			8	2.72
N: Feel Corporate						
O: Defend/Attack			1	0.87	2	0.68
P: Grat S/Praise						
Q: Retract						
R: Confirm/Agree	8	3.54	11	9.57	10	3.40
S: Clarity Test	10	4.42	5	4.35	11	3.74
T: Incred Test						
U: Rational Test						
V: Summary					9	3.06

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³ Page 3 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG12.SET ³
³ 21st February 2002 Time: 17:01 ³
ÀÄÄÙ

	Speakers: 1	%	2	%	3	%
W: Seek Sitn/Posn	5	2.21	5	4.35	2	0.68
X: Sitn/Posn	9	3.98	33	28.70	129	43.88
Y: 'INY' Posture					2	0.68
Z: 'YNM' Posture						
0: Seek Justifn						
1: Seek P/Imp/Need						
2: Prob/Imp Need						
3: Constraint						
4: Need			1	0.87	6	2.04
5: Justification	1	0.44	6	5.22	36	12.24
6: Seek Other						

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³ Page 4 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEG12.SET ³
³ 21st February 2002 Time: 17:01 ³
ÀÄÄÙ

	Speakers: 1	%	2	%	3	%
7: Give Other						
8: Label					1	0.34
9: Shut Out	69	30.53	15	13.04	7	2.38
Totals:	226	99.97	115	100.02	294	99.98

APPENDIX 11

SEQUAN MEAN AND STANDARD ANALYSIS OF ALL NEGOTIATIONS (GROUPED)

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG1.... ....   NEG2.... ....
NEG3.... ....   NEG4.... ....
NEG5.... ....   NEG6.... ....
NEG7.... ....   NEG8.... ....
NEG9.... ....   NEG10... ....
NEG11... ....   NEG12... ....

The Call Codes and Result Codes
that match are:-

ÚÄÄÄ¿
³ Page 1 This table continues on the next page.   ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET   ³
³ 22nd February 2002   Time: 11:52   ³
ÀÄÄÄÙ

NEG1.... 24546622225443545 5......   NEG2.... 215566334454455555......
NEG31... 264444214453435463......   NEG32... 264444214453435463......
NEG4.... 534466113245543446......   NEG6.... 355466114456453545......
NEG62... 355466114456453545......   NEG5.... 115566224446353436......
NEG7.... 215566334455454454......   NEG10... 114466113445354556......
NEG11... 114466113453465546......   NEG8.... 235566114453535362......
NEG82... 235566114453535362......   NEG83... 235566114453535362......
NEG12... 115566445565646565......   NEG91... 114466445555556565......
NEG92... 114466445555556565......

ÚÄÄÄ¿
³ Page 2   ³
ÀÄÄÄÙ

ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET   ³
³ 22nd February 2002   Time: 11:52   ³
ÀÄÄÄÙ

Freq.   %   Mean   St.Dev
~~~~~~

	Freq.	%	Mean	St.Dev
A: Seek Prop	65	0.48	3.82	2.580
B: Prop Proc	275	2.04	16.18	6.198
C: Prop U/S Cont	304	2.25	17.88	3.781
D: Prop S Cont	171	1.27	10.06	8.043
E: Building	48	0.36	2.82	4.096
F: Conditional	42	0.31	2.47	3.555
G: Table U/S	300	2.22	17.65	10.257
H: Table Spec	54	0.40	3.18	4.004
I: Seek Reac/Feel	195	1.45	11.47	6.463
J: Support	2945	21.83	173.24	10.184
K: Disagree	108	0.80	6.35	3.968
L: Contrary St/ment	5	0.04	0.29	0.588
M: Feel Personal	56	0.42	3.29	3.754
N: Feel Corporate	16	0.12	0.94	1.029

Page 3 This table continues on the next page.

	Freq.	%	Mean	St.Dev
O: Defend/Attack	40	0.30	2.35	3.499
P: Grat S/Praise	21	0.16	1.24	2.166
Q: Retract	11	0.08	0.65	2.178
R: Confirm/Agree	910	6.74	53.53	6.941
S: Clarity Test	677	5.02	39.82	10.878
T: Incred Test	4	0.03	0.24	0.752
U: Rational Test	5	0.04	0.29	0.470
V: Summary	89	0.66	5.24	5.783
W: Seek Sitn/Posn	446	3.31	26.24	7.689
X: Sitn/Posn	3565	26.42	209.71	10.223
Y: 'INY' Posture	17	0.13	1.00	1.369
Z: 'YNM' Posture	27	0.20	1.59	2.320
0: Seek Justifn	5	0.04	0.29	0.772
1: Seek P/Imp/Need	1	0.01	0.06	0.243

Page 4 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
22nd February 2002 Time: 11:52

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	26	0.19	1.53	2.577
3: Constraint	28	0.21	1.65	2.234
4: Need	21	0.16	1.24	2.078
5: Justification	1117	8.28	65.71	10.492
6: Seek Other	46	0.34	2.71	4.210
7: Give Other	117	0.87	6.88	5.107
8: Label	34	0.25	2.00	1.904

9: Shut Out	1702	12.61	100.12	8.088

ÚÄÄ¿
³ Page 5 ³
ÀÄÄÙ

APPENDIX 12

SEQUAN FREQUENCY, MEAN AND STANDARD DEVIATION ANALYSES OF NEGOTIATIONS GROUPED BY STAGE OF RELATIONAL DEVELOPMENT

EARLY: NEG1, NEG3, NEG4, NEG5, NEG8, NEG10, NEG11
MID: NEG2, NEG6, NEG7
PARTNER: NEG9, NEG12

Huthwaite Research Group Limited   Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: EARLY.SET
22nd February 2002   Time: 11:52

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

```
NEG1.... 245.....................    NEG3.... 264.....................
NEG4.... 534.....................    NEG5.... 1155662.................
NEG8.... 235.....................    NEG10... 1144....................
NEG11... 114.....................
```

The Call Codes and Result Codes
that match are:-

```
NEG1.... 24546622254435455......    NEG31... 26444421445343546З......
NEG32... 26444421445343546З......    NEG4.... 53446611324554344б......
```

Page 1 This table continues on the next page.

Huthwaite Research Group Limited   Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: EARLY.SET
22nd February 2002   Time: 11:52

```
NEG5.... 11556622444635343б......    NEG10... 11446611344535455б......
NEG11... 11446611345346554б......    NEG8.... 235566114453535362......
NEG82... 235566114453535362......    NEG83... 235566114453535362......
```


Huthwaite Research Group Limited   Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: EARLY.SET
22nd February 2002   Time: 11:52

	Freq.	%	Mean	St.Dev

1 to 7

A: Seek Prop	26	0.34	2.60	2.503
B: Prop Proc	113	1.49	11.30	6.684
C: Prop U/S Cont	116	1.53	11.60	9.264
D: Prop S Cont	87	1.15	8.70	6.848
E: Building	16	0.21	1.60	4.061
F: Conditional	24	0.32	2.40	4.195
G: Table U/S	139	1.83	13.90	9.848
H: Table Spec	22	0.29	2.20	2.860
I: Seek Reac/Feel	106	1.40	10.60	6.415
J: Support	1669	22.00	166.90	11.280
K: Disagree	61	0.80	6.10	4.654
L: Contrary St/ment	1	0.01	0.10	0.316
M: Feel Personal	23	0.30	2.30	2.003
N: Feel Corporate	8	0.11	0.80	0.919

Page 3 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: EARLY.SET
22nd February 2002 Time: 11:52

	Freq.	%	Mean	St.Dev
O: Defend/Attack	33	0.44	3.30	4.244
P: Grat S/Praise	15	0.20	1.50	2.593
Q: Retract	2	0.03	0.20	0.422
R: Confirm/Agree	535	7.05	53.50	16.803
S: Clarity Test	467	6.16	46.70	15.317
T: Incred Test	4	0.05	0.40	0.966
U: Rational Test	3	0.04	0.30	0.483
V: Summary	35	0.46	3.50	4.378
W: Seek Sitn/Posn	271	3.57	27.10	15.198
X: Sitn/Posn	2021	26.64	202.10	6.040
Y: 'INY' Posture	3	0.04	0.30	0.675
Z: 'YNM' Posture	18	0.24	1.80	2.658
0: Seek Justifn	2	0.03	0.20	0.422
1: Seek P/Imp/Need	1	0.01	0.10	0.316

Page 4 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: EARLY.SET
22nd February 2002 Time: 11:52

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	7	0.09	0.70	0.823
3: Constraint	5	0.07	0.50	0.707
4: Need	10	0.13	1.00	1.700
5: Justification	580	7.65	58.00	15.508
6: Seek Other	36	0.47	3.60	5.275
7: Give Other	96	1.27	9.60	18.851
8: Label	21	0.28	2.10	2.283

9: Shut Out 1010 13.31 101.00 17.175

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³ Page 5 ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: MID.SET ³
³ 22nd February 2002 Time: 11:53 ³
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MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG2.... .... NEG6.... ....
NEG7.... ....
The Call Codes and Result Codes
that match are:-
NEG2.... 215566334454455555...... NEG6.... 355466114456453545......
NEG62... 355466114456453545...... NEG7.... 215566334455454454......

ÚÄÄ¿
³ Page 1 ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: MID.SET ³
³ 22nd February 2002 Time: 11:53 ³
ÀÄÄÙ

	Freq.	%	Mean	St.Dev
A: Seek Prop	20	0.74	5.00	0.816
B: Prop Proc	55	2.05	13.75	9.106
C: Prop U/S Cont	77	2.86	19.25	1.500
D: Prop S Cont	38	1.41	9.50	5.802
E: Building	17	0.63	4.25	4.349
F: Conditional	15	0.56	3.75	3.096
G: Table U/S	85	3.16	21.25	15.586
H: Table Spec	23	0.86	5.75	6.652
I: Seek Reac/Feel	63	2.34	15.75	7.136
J: Support	549	20.42	137.25	32.369
K: Disagree	26	0.97	6.50	2.082
L: Contrary St/ment	3	0.11	0.75	0.957
M: Feel Personal	18	0.67	4.50	6.403
N: Feel Corporate	5	0.19	1.25	0.957

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³ Page 2 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: MID.SET ³
³ 22nd February 2002 Time: 11:53 ³
ÀÄÄÙ

	Freq.	%	Mean	St.Dev
~~~~~~

O: Defend/Attack	4	0.15	1.00	1.414
P: Grat S/Praise	3	0.11	0.75	1.500
Q: Retract	9	0.33	2.25	4.500
R: Confirm/Agree	179	6.66	44.75	31.468
S: Clarity Test	114	4.24	28.50	4.655
T: Incred Test	0	0.00	0.00	0.000
U: Rational Test	0	0.00	0.00	0.000
V: Summary	39	1.45	9.75	8.539
W: Seek Sitn/Posn	92	3.42	23.00	6.880
X: Sitn/Posn	672	25.00	168.00	47.735
Y: 'INY' Posture	9	0.33	2.25	1.708
Z: 'YNM' Posture	9	0.33	2.25	2.062
0: Seek Justifn	3	0.11	0.75	1.500
1: Seek P/Imp/Need	0	0.00	0.00	0.000

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	9	0.33	2.25	3.304
3: Constraint	10	0.37	2.50	1.732
4: Need	4	0.15	1.00	1.414
5: Justification	253	9.41	63.25	20.694
6: Seek Other	8	0.30	2.00	1.826
7: Give Other	10	0.37	2.50	2.887
8: Label	9	0.33	2.25	1.258
9: Shut Out	258	9.60	64.50	25.067

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: PARTNER.SET
22nd February 2002 Time: 11:53

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG9.... .... NEG12... ....

The Call Codes and Result Codes
that match are:-

NEG12... 115566445565646565...... NEG91... 114466445555556565......
NEG92... 114466445555556565......

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: PARTNER.SET
22nd February 2002 Time: 11:53

	Freq.	%	Mean	St.Dev
A: Seek Prop	19	0.59	6.33	2.082
B: Prop Proc	107	3.32	35.67	24.379
C: Prop U/S Cont	111	3.45	37.00	30.050
D: Prop S Cont	46	1.43	15.33	14.295
E: Building	15	0.47	5.00	3.606
F: Conditional	3	0.09	1.00	1.000
G: Table U/S	76	2.36	25.33	10.017
H: Table Spec	9	0.28	3.00	2.646
I: Seek Reac/Feel	26	0.81	8.67	4.509
J: Support	727	22.58	242.33	64.345
K: Disagree	21	0.65	7.00	4.583
L: Contrary St/ment	1	0.03	0.33	0.577
M: Feel Personal	15	0.47	5.00	4.583
N: Feel Corporate	3	0.09	1.00	1.732

 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: PARTNER.SET
22nd February 2002 Time: 11:53

Freq.	%	Mean	St.Dev

O: Defend/Attack	3	0.09	1.00	1.732
P: Grat S/Praise	3	0.09	1.00	1.732
Q: Retract	0	0.00	0.00	0.000
R: Confirm/Agree	196	6.09	65.33	39.273
S: Clarity Test	96	2.98	32.00	6.000
T: Incred Test	0	0.00	0.00	0.000
U: Rational Test	2	0.06	0.67	0.577
V: Summary	15	0.47	5.00	4.000
W: Seek Sitn/Posn	83	2.58	27.67	17.786
X: Sitn/Posn	872	27.09	290.67	15.416
Y: 'INY' Posture	5	0.16	1.67	1.528
Z: 'YNM' Posture	0	0.00	0.00	0.000
0: Seek Justifn	0	0.00	0.00	0.000
1: Seek P/Imp/Need	0	0.00	0.00	0.000

Page 3 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: PARTNER.SET
22nd February 2002 Time: 11:53

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	10	0.31	3.33	4.933
3: Constraint	13	0.40	4.33	3.786
4: Need	7	0.22	2.33	4.041
5: Justification	284	8.82	94.67	44.970
6: Seek Other	2	0.06	0.67	0.577
7: Give Other	11	0.34	3.67	4.041
8: Label	4	0.12	1.33	1.528
9: Shut Out	434	13.48	144.67	39.239

APPENDIX 13

SEQUAN FREQUENCY, MEAN AND STANDARD DEVIATION ANALYSIS OF NEGOTIATIONS GROUPED BY HIGH AND LOW RATING OF OUTCOME SUCCESS

High rated: NEG5, NEG6, NEG7, NEG9, NEG12

Low rated: NEG1, NEG2, NEG3, NEG4, NEG8, NEG10, NEG11

Post-Negotiation Questions used –

1.1 The meeting was successful for us

1.2 The meeting was successful for them

Huthwaite Research Group Limited   Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: HIGHSCS.SET
22nd February 2002   Time: 11:53

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG5.... 1155....................   NEG6.... 3554....................
NEG7.... 2155....................   NEG9.... 1144....................
NEG12... 1155....................

The Call Codes and Result Codes
that match are:-

NEG6.... 35546611445645354 5......   NEG62... 355466114456453545......
NEG5.... 115566224446353436......   NEG7.... 215566334455454454......
NEG12... 115566445565646565......   NEG91... 114466445555556565......

Page 1 This table continues on the next page.

Huthwaite Research Group Limited   Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: HIGHSCS.SET
22nd February 2002   Time: 11:53

NEG92... 114466445555556565......

Page 2

Huthwaite Research Group Limited   Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: HIGHSCS.SET
22nd February 2002   Time: 11:53

Freq.   %   Mean   St.Dev
~~~~~~

A: Seek Prop	38	0.71	5.43	1.618
B: Prop Proc	146	2.72	20.86	20.219
C: Prop U/S Cont	171	3.18	24.43	21.732
D: Prop S Cont	78	1.45	11.14	10.383
E: Building	23	0.43	3.29	3.039
F: Conditional	16	0.30	2.29	2.628
G: Table U/S	152	2.83	21.71	14.080
H: Table Spec	26	0.48	3.71	4.112
I: Seek Reac/Feel	66	1.23	9.43	4.504
J: Support	1197	22.29	171.00	27.760
K: Disagree	45	0.84	6.43	3.101
L: Contrary St/ment	2	0.04	0.29	0.488
M: Feel Personal	35	0.65	5.00	5.132
N: Feel Corporate	6	0.11	0.86	1.215

Page 3 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: HIGHSCS.SET
22nd February 2002 Time: 11:53

	Freq.	%	Mean	St.Dev
O: Defend/Attack	6	0.11	0.86	1.464
P: Grat S/Praise	3	0.06	0.43	1.134
Q: Retract	9	0.17	1.29	3.402
R: Confirm/Agree	314	5.85	44.86	25.283
S: Clarity Test	192	3.58	27.43	7.390
T: Incred Test	0	0.00	0.00	0.000
U: Rational Test	2	0.04	0.29	0.488
V: Summary	49	0.91	7.00	7.506
W: Seek Sitn/Posn	156	2.91	22.29	12.958
X: Sitn/Posn	1416	26.37	202.29	15.921
Y: 'INY' Posture	12	0.22	1.71	1.704
Z: 'YNM' Posture	7	0.13	1.00	1.915
0: Seek Justifn	3	0.06	0.43	1.134
1: Seek P/Imp/Need	1	0.02	0.14	0.378

Page 4 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: HIGHSCS.SET
22nd February 2002 Time: 11:53

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	13	0.24	1.86	3.237
3: Constraint	19	0.35	2.71	2.928
4: Need	11	0.20	1.57	2.637
5: Justification	475	8.85	67.86	13.944
6: Seek Other	7	0.13	1.00	1.000
7: Give Other	18	0.34	2.57	3.047
8: Label	14	0.26	2.00	1.414

9: Shut Out	641	11.94	91.57	20.767

Page 5

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ÚÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄ¿
³ Huthwaite Research Group Limited          Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: LOWSCS.SET              ³
³ 22nd February 2002    Time: 11:54                                       ³
ÀÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÙ

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
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Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG1.... 2454....................    NEG2.... ........................
NEG3.... ........................    NEG4.... ........................
NEG8.... ........................    NEG10... 1144....................
NEG11... 1144....................
The Call Codes and Result Codes
that match are:-
NEG1.... 24546622225443545 5......   NEG2.... 21556633445445555 5......
NEG31... 264444214453435463......    NEG32... 264444214453435463......

ÚÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄ¿
³ Page 1 This table continues on the next page.                           ³
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³ Huthwaite Research Group Limited          Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: LOWSCS.SET              ³
³ 22nd February 2002    Time: 11:54                                       ³
ÀÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÙ
NEG4.... 534466113245543446......    NEG10... 114466113445354556......
NEG11... 114466113453465546......    NEG8.... 235566114453535362......
NEG82... 235566114453535362......    NEG83... 235566114453535362......

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³ Page 2                                                                  ³
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³ Huthwaite Research Group Limited          Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: LOWSCS.SET              ³
³ 22nd February 2002    Time: 11:54                                       ³
ÀÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÄÙ
                                   Freq.     %      Mean     St.Dev
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	Freq.	%	Mean	St.Dev
A: Seek Prop	27	0.33	2.70	2.584
B: Prop Proc	129	1.59	12.90	7.651
C: Prop U/S Cont	133	1.64	13.30	9.068
D: Prop S Cont	93	1.14	9.30	6.447
E: Building	25	0.31	2.50	4.836
F: Conditional	26	0.32	2.60	4.222
G: Table U/S	148	1.82	14.80	9.343
H: Table Spec	28	0.34	2.80	4.104
I: Seek Reac/Feel	129	1.59	12.90	7.430
J: Support	1748	21.52	174.80	15.013
K: Disagree	63	0.78	6.30	4.644
L: Contrary St/ment	3	0.04	0.30	0.675
M: Feel Personal	21	0.26	2.10	1.912
N: Feel Corporate	10	0.12	1.00	0.943

Page 3 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: LOWSCS.SET
22nd February 2002 Time: 11:54

	Freq.	%	Mean	St.Dev
O: Defend/Attack	34	0.42	3.40	4.169
P: Grat S/Praise	18	0.22	1.80	2.573
Q: Retract	2	0.02	0.20	0.422
R: Confirm/Agree	596	7.34	59.60	15.568
S: Clarity Test	485	5.97	48.50	18.139
T: Incred Test	4	0.05	0.40	0.966
U: Rational Test	3	0.04	0.30	0.483
V: Summary	40	0.49	4.00	4.216
W: Seek Sitn/Posn	290	3.57	29.00	13.808
X: Sitn/Posn	2149	26.45	214.90	16.192
Y: 'INY' Posture	5	0.06	0.50	0.850
Z: 'YNM' Posture	20	0.25	2.00	2.582
0: Seek Justifn	2	0.02	0.20	0.422
1: Seek P/Imp/Need	0	0.00	0.00	0.000

Page 4 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: LOWSCS.SET
22nd February 2002 Time: 11:54

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	13	0.16	1.30	2.163
3: Constraint	9	0.11	0.90	1.287
4: Need	10	0.12	1.00	1.700
5: Justification	642	7.90	64.20	2.211
6: Seek Other	39	0.48	3.90	5.195
7: Give Other	99	1.22	9.90	18.741
8: Label	20	0.25	2.00	2.261

9: Shut Out 1061 13.06 106.10 18.872

³ Page 5 ³

APPENDIX 14

SEQUAN FREQUENCY, MEAN AND STANDARD DEVIATION ANALYSIS OF NEGOTIATIONS GROUPED BY HIGH AND LOW RATING OF COMMITMENT

High rated: NEG1, NEG2, NEG5, NEG6, NEG7, NEG9, NEG12
Low rated: NEG3, NEG4, NEG8, NEG10, NEG11

Post-Negotiation Questions used –

1.3 I am committed to the agreement reached

1.4 I believe they are committed to the agreement reached

ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: COMMIT.SET ³
³ 2nd September 2002 Time: 12:21 ³
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MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET

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Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG1.... 2454.................... NEG2.... ....
NEG5.... .... NEG6.... ....
NEG7.... .... NEG9.... ....
NEG12... ....
The Call Codes and Result Codes
that match are:-
NEG1.... 245466222254435455...... NEG2.... 215566334454455555......
NEG6.... 355466114456453545...... NEG62... 355466114456453545......

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³ Page 1 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: COMMIT.SET ³
³ 2nd September 2002 Time: 12:21 ³
ÀÄÄÄÙ
NEG5.... 115566224446353436...... NEG7.... 215566334455454454......
NEG12... 115566445565646565...... NEG91... 114466445555556565......
NEG92... 114466445555556565......

ÚÄÄÄ¿
³ Page 2 ³
ÀÄÄÄÙ

ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: COMMIT.SET ³
³ 2nd September 2002 Time: 12:21 ³
ÀÄÄÄÙ

	Freq.	%	Mean	St.Dev
A: Seek Prop	47	0.71	5.22	1.481
B: Prop Proc	176	2.65	19.56	18.263
C: Prop U/S Cont	205	3.09	22.78	19.162
D: Prop S Cont	100	1.51	11.11	9.117
E: Building	46	0.69	5.11	4.540
F: Conditional	20	0.30	2.22	2.489
G: Table U/S	173	2.60	19.22	13.274
H: Table Spec	42	0.63	4.67	4.500
I: Seek Reac/Feel	110	1.66	12.22	7.067
~~~~~~

J: Support	1388	20.90	154.22	12.391
K: Disagree	64	0.96	7.11	3.257
L: Contrary St/ment	5	0.08	0.56	0.726
M: Feel Personal	42	0.63	4.67	4.555
N: Feel Corporate	8	0.12	0.89	1.167

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³ Page 3 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: COMMIT.SET ³
³ 2nd September 2002 Time: 12:21 ³
ÀÄÄÄÙ

	Freq.	%	Mean	St.Dev
O: Defend/Attack	15	0.23	1.67	2.693
P: Grat S/Praise	6	0.09	0.67	1.323
Q: Retract	10	0.15	1.11	2.977
R: Confirm/Agree	461	6.94	51.22	2.867
S: Clarity Test	267	4.02	29.67	8.109
T: Incred Test	0	0.00	0.00	0.000
U: Rational Test	3	0.05	0.33	0.500
V: Summary	55	0.83	6.11	6.809
W: Seek Sitn/Posn	223	3.36	24.78	12.568
X: Sitn/Posn	1704	25.65	189.33	20.479
Y: 'INY' Posture	14	0.21	1.56	1.590
Z: 'YNM' Posture	9	0.14	1.00	1.732
0: Seek Justifn	3	0.05	0.33	1.000
1: Seek P/Imp/Need	1	0.02	0.11	0.333

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³ Page 4 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: COMMIT.SET ³
³ 2nd September 2002 Time: 12:21 ³
ÀÄÄÄÙ

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	21	0.32	2.33	3.317
3: Constraint	24	0.36	2.67	2.646
4: Need	11	0.17	1.22	2.386
5: Justification	605	9.11	67.22	20.796
6: Seek Other	11	0.17	1.22	1.394
7: Give Other	23	0.35	2.56	2.920
8: Label	17	0.26	1.89	1.269
9: Shut Out	733	11.04	81.44	20.094

ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: COMMITL.SET ³
³ 2nd September 2002 Time: 12:22 ³
ÀÄÄÄÙ

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
~~~~~~
Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG2.... ....   NEG3.... ....
NEG4.... ....   NEG8.... ....
NEG11... ....
The Call Codes and Result Codes
that match are:-
NEG2.... 215566334454455555......   NEG31... 264444214453435463......
NEG32... 264444214453435463......   NEG4.... 534466113245543446......
NEG11... 114466113453465546......   NEG8.... 235566114453535362......

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³ Page 1 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: COMMITL.SET ³
³ 2nd September 2002   Time: 12:22 ³
ÀÄÄÄÙ
NEG82... 235566114453535362......   NEG83... 235566114453535362......

ÚÄÄÄ¿
³ Page 2 ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: COMMITL.SET ³
³ 2nd September 2002   Time: 12:22 ³
ÀÄÄÄÙ

	Freq.	%	Mean	St.Dev
A: Seek Prop	20	0.31	2.50	2.878
B: Prop Proc	98	1.50	12.25	6.861
C: Prop U/S Cont	102	1.56	12.75	10.166
D: Prop S Cont	57	0.87	7.13	4.673
E: Building	12	0.18	1.50	3.505
F: Conditional	18	0.28	2.25	4.200
G: Table U/S	115	1.76	14.38	9.242
H: Table Spec	24	0.37	3.00	4.504
I: Seek Reac/Feel	100	1.53	12.50	8.159
J: Support	1377	21.11	172.13	20.145
K: Disagree	47	0.72	5.88	4.704
L: Contrary St/ment	2	0.03	0.25	0.707
M: Feel Personal	12	0.18	1.50	1.604
N: Feel Corporate	8	0.12	1.00	0.926

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³ Page 3 This table continues on the next page. ³
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	Freq.	%	Mean	St.Dev
O: Defend/Attack	20	0.31	2.50	4.175
P: Grat S/Praise	15	0.23	1.88	2.800
Q: Retract	1	0.02	0.13	0.354
R: Confirm/Agree	499	7.65	62.38	23.664
S: Clarity Test	407	6.24	50.88	21.873
T: Incred Test	4	0.06	0.50	1.069
U: Rational Test	2	0.03	0.25	0.463
V: Summary	34	0.52	4.25	4.621
W: Seek Sitn/Posn	236	3.62	29.50	14.233
X: Sitn/Posn	1773	27.18	221.63	9.135
Y: 'INY' Posture	5	0.08	0.63	0.916
Z: 'YNM' Posture	14	0.21	1.75	2.375
0: Seek Justifn	2	0.03	0.25	0.463
1: Seek P/Imp/Need	0	0.00	0.00	0.000

 This table continues on the next page.

Huthwaite Research Group Limited   Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: COMMITL.SET
2nd September 2002   Time: 12:22

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	12	0.18	1.50	2.390
3: Constraint	8	0.12	1.00	1.414
4: Need	7	0.11	0.88	1.727
5: Justification	486	7.45	60.75	21.141
6: Seek Other	39	0.60	4.88	5.410
7: Give Other	99	1.52	12.38	20.410
8: Label	17	0.26	2.13	2.532
9: Shut Out	851	13.05	106.38	6.826

APPENDIX 15

SEQUAN FREQUENCY, MEAN AND STANDARD DEVIATION ANALYSIS OF NEGOTIATIONS GROUPED BY HIGH AND LOW RATING OF RISK-TAKING

High rated: NEG9, NEG11, NEG12

Low rated: NEG1, NEG2, NEG3, NEG4

Post-Negotiation Questions used –

1.17 The customer took a high level of risk in the things they said

1.18 I took a high level of risk in the things I said

ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: RISKHIGH.SET ³
³ 3rd September 2002 Time: 11:46 ³
ÀÄÄÙ

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG1.... 2454.................... NEG2.... ....
NEG3.... .... NEG4.... ....
The Call Codes and Result Codes
that match are:-
NEG1.... 24546622225443545 5...... NEG2.... 2155663344544555 55......
NEG31... 264444214453435463...... NEG32... 264444214453435463......
NEG4.... 534466113245543446......

ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: RISKHIGH.SET ³
³ 3rd September 2002 Time: 11:46 ³
ÀÄÄÙ

	Freq.	%	Mean	St.Dev
A: Seek Prop	14	0.49	2.80	2.168
B: Prop Proc	60	2.09	12.00	7.874
C: Prop U/S Cont	50	1.74	10.00	7.906
D: Prop S Cont	40	1.39	8.00	5.050
E: Building	25	0.87	5.00	6.083
F: Conditional	16	0.56	3.20	5.215
G: Table U/S	49	1.71	9.80	2.950
H: Table Spec	27	0.94	5.40	4.561
I: Seek Reac/Feel	74	2.58	14.80	7.694
J: Support	395	13.76	79.00	23.723
K: Disagree	31	1.08	6.20	3.493
L: Contrary St/ment	3	0.10	0.60	0.894
M: Feel Personal	10	0.35	2.00	1.871
N: Feel Corporate	6	0.21	1.20	1.095

ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: RISKHIGH.SET ³
³ 3rd September 2002 Time: 11:46 ³
ÀÄÄÙ

	Freq.	%	Mean	St.Dev
~~~~~~

O: Defend/Attack	10	0.35	2.00	3.391
P: Grat S/Praise	7	0.24	1.40	1.517
Q: Retract	1	0.03	0.20	0.447
R: Confirm/Agree	316	11.01	63.20	22.643
S: Clarity Test	198	6.90	39.60	3.715
T: Incred Test	3	0.10	0.60	1.342
U: Rational Test	2	0.07	0.40	0.548
V: Summary	9	0.31	1.80	2.168
W: Seek Sitn/Posn	143	4.98	28.60	10.407
X: Sitn/Posn	778	27.11	155.60	16.985
Y: 'INY' Posture	2	0.07	0.40	0.894
Z: 'YNM' Posture	3	0.10	0.60	0.894
0: Seek Justifn	0	0.00	0.00	0.000
1: Seek P/Imp/Need	0	0.00	0.00	0.000

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	10	0.35	2.00	2.915
3: Constraint	8	0.28	1.60	1.517
4: Need	6	0.21	1.20	2.168
5: Justification	277	9.65	55.40	16.149
6: Seek Other	11	0.38	2.20	1.643
7: Give Other	10	0.35	2.00	2.345
8: Label	9	0.31	1.80	1.924
9: Shut Out	267	9.30	53.40	23.426

ÚÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: RISKLOW.SET   ³
³ 3rd September 2002   Time: 11:47   ³
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MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG9.... ....   NEG11... ....
NEG12... ....
The Call Codes and Result Codes
that match are:-
NEG11... 11446611345346554 6......   NEG12... 1155664455656465 65......
NEG91... 11446644555555656 5......   NEG92... 1144664455555565 65......

ÚÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: RISKLOW.SET   ³
³ 3rd September 2002   Time: 11:47   ³
ÀÄÄÙ

	Freq.	%	Mean	St.Dev
A: Seek Prop	27	0.63	6.75	1.893
B: Prop Proc	125	2.91	31.25	21.777
C: Prop U/S Cont	136	3.17	34.00	25.259
D: Prop S Cont	56	1.30	14.00	11.972
E: Building	15	0.35	3.75	3.862
F: Conditional	5	0.12	1.25	0.957
G: Table U/S	101	2.35	25.25	8.180
H: Table Spec	9	0.21	2.25	2.630
I: Seek Reac/Feel	49	1.14	12.25	8.057
J: Support	948	22.09	237.00	28.740
K: Disagree	38	0.89	9.50	6.245
L: Contrary St/ment	1	0.02	0.25	0.500
M: Feel Personal	20	0.47	5.00	3.742
N: Feel Corporate	3	0.07	0.75	1.500

ÚÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: RISKLOW.SET   ³
³ 3rd September 2002   Time: 11:47   ³
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	Freq.	%	Mean	St.Dev
~~~~~~

O: Defend/Attack	15	0.35	3.75	5.679
P: Grat S/Praise	11	0.26	2.75	3.775
Q: Retract	0	0.00	0.00	0.000
R: Confirm/Agree	262	6.10	65.50	32.068
S: Clarity Test	181	4.22	45.25	26.949
T: Incred Test	1	0.02	0.25	0.500
U: Rational Test	2	0.05	0.50	0.577
V: Summary	19	0.44	4.75	3.304
W: Seek Sitn/Posn	135	3.15	33.75	18.945
X: Sitn/Posn	1180	27.49	295.00	45.321
Y: 'INY' Posture	7	0.16	1.75	1.258
Z: 'YNM' Posture	1	0.02	0.25	0.500
0: Seek Justifn	0	0.00	0.00	0.000
1: Seek P/Imp/Need	0	0.00	0.00	0.000

Page 3 This table continues on the next page.

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	11	0.26	2.75	4.193
3: Constraint	14	0.33	3.50	3.512
4: Need	7	0.16	1.75	3.500
5: Justification	356	8.29	89.00	38.427
6: Seek Other	4	0.09	1.00	0.816
7: Give Other	14	0.33	3.50	3.317
8: Label	11	0.26	2.75	3.096
9: Shut Out	528	12.30	132.00	44.415

APPENDIX 16

SEQUAN FREQUENCY, MEAN AND STANDARD DEVIATION ANALYSIS OF NEGOTIATIONS GROUPED BY HIGH AND LOW RATING OF EFFECTIVENESS

High rated: NEG2, NEG9, NEG12

Low rated: NEG1, NEG3, NEG6, NEG11

Post-Negotiation Questions used –

1.5 I was effective in the meeting

1.6 I consider they were effective in the meeting

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG2.... .... NEG9.... ....
NEG12... ....
The Call Codes and Result Codes
that match are:-
NEG2.... 215566334454455555...... NEG12... 115566445565646565......
NEG91... 114466445555556565...... NEG92... 114466445555556565......

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: EFFECTH.SET
2nd September 2002 Time: 12:22

	Freq.	%	Mean	St.Dev
A: Seek Prop	24	0.61	6.00	1.826
B: Prop Proc	131	3.33	32.75	20.742
C: Prop U/S Cont	131	3.33	32.75	25.966
D: Prop S Cont	54	1.37	13.50	12.234
E: Building	25	0.64	6.25	3.862
F: Conditional	7	0.18	1.75	1.708
G: Table U/S	90	2.29	22.50	9.950
H: Table Spec	21	0.53	5.25	4.992
I: Seek Reac/Feel	52	1.32	13.00	9.416
J: Support	833	21.17	208.25	41.886
K: Disagree	28	0.71	7.00	3.742
L: Contrary St/ment	3	0.08	0.75	0.957
M: Feel Personal	17	0.43	4.25	4.031
N: Feel Corporate	5	0.13	1.25	1.500

 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: EFFECTH.SET
2nd September 2002 Time: 12:22

Freq.	%	Mean	St.Dev

O: Defend/Attack	4	0.10	1.00	1.414
P: Grat S/Praise	6	0.15	1.50	1.732
Q: Retract	0	0.00	0.00	0.000
R: Confirm/Agree	286	7.27	71.50	34.356
S: Clarity Test	129	3.28	32.25	4.924
T: Incred Test	0	0.00	0.00	0.000
U: Rational Test	2	0.05	0.50	0.577
V: Summary	20	0.51	5.00	3.266
W: Seek Sitn/Posn	111	2.82	27.75	14.523
X: Sitn/Posn	1027	26.10	256.75	33.450
Y: 'INY' Posture	7	0.18	1.75	1.258
Z: 'YNM' Posture	2	0.05	0.50	1.000
0: Seek Justifn	0	0.00	0.00	0.000
1: Seek P/Imp/Need	0	0.00	0.00	0.000

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³ Page 3 This table continues on the next page. ³
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	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	17	0.43	4.25	4.425
3: Constraint	17	0.43	4.25	3.096
4: Need	7	0.18	1.75	3.500
5: Justification	359	9.12	89.75	38.012
6: Seek Other	6	0.15	1.50	1.732
7: Give Other	16	0.41	4.00	3.367
8: Label	6	0.15	1.50	1.291
9: Shut Out	492	12.50	123.00	27.142

ÚÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: EFFECTL.SET   ³
³ 2nd September 2002   Time: 12:22   ³
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MEAN & *STANDARD DEVIATIONS OF BEHAVIOURS IN A SET*
~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG1.... 2454....................   NEG3.... ....
NEG6.... ....   NEG11... ....
The Call Codes and Result Codes
that match are:-
NEG1.... 245466222254435455......   NEG31... 264444214453435463......
NEG32... 264444214453435463......   NEG6.... 355466114456453545......
NEG62... 355466114456453545......   NEG11... 114466113453465546......

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³ Page 1   ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: EFFECTL.SET   ³
³ 2nd September 2002   Time: 12:22   ³
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	Freq.	%	Mean	St.Dev
A: Seek Prop	24	0.62	4.00	3.033
B: Prop Proc	68	1.76	11.33	6.154
C: Prop U/S Cont	82	2.13	13.67	9.750
D: Prop S Cont	58	1.50	9.67	5.428
E: Building	15	0.39	2.50	5.206
F: Conditional	12	0.31	2.00	3.098
G: Table U/S	83	2.15	13.83	11.356
H: Table Spec	18	0.47	3.00	4.195
I: Seek Reac/Feel	87	2.26	14.50	5.128
J: Support	632	16.39	105.33	22.217
K: Disagree	50	1.30	8.33	5.391
L: Contrary St/ment	2	0.05	0.33	0.516
M: Feel Personal	28	0.73	4.67	4.967
N: Feel Corporate	7	0.18	1.17	0.983

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ÚÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: EFFECTL.SET   ³
³ 2nd September 2002   Time: 12:22   ³
ÀÄÄÙ

	Freq.	%	Mean	St.Dev
~~~~~~

O:	Defend/Attack	24	0.62	4.00	4.940
P:	Grat S/Praise	11	0.29	1.83	3.251
Q:	Retract	10	0.26	1.67	3.615
R:	Confirm/Agree	279	7.24	46.50	22.510
S:	Clarity Test	258	6.69	43.00	22.172
T:	Incred Test	4	0.10	0.67	1.211
U:	Rational Test	2	0.05	0.33	0.516
V:	Summary	20	0.52	3.33	3.141
W:	Seek Sitn/Posn	202	5.24	33.67	11.759
X:	Sitn/Posn	1103	28.61	183.83	17.350
Y:	'INY' Posture	9	0.23	1.50	1.761
Z:	'YNM' Posture	9	0.23	1.50	1.871
0:	Seek Justifn	0	0.00	0.00	0.000
1:	Seek P/Imp/Need	0	0.00	0.00	0.000

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³ Page 3 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: EFFECTL.SET ³
³ 2nd September 2002 Time: 12:22 ³
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		Freq.	%	Mean	St.Dev
2:	Prob/Imp Need	4	0.10	0.67	0.816
3:	Constraint	9	0.23	1.50	1.225
4:	Need	4	0.10	0.67	1.211
5:	Justification	335	8.69	55.83	20.104
6:	Seek Other	9	0.23	1.50	1.378
7:	Give Other	8	0.21	1.33	1.751
8:	Label	18	0.47	3.00	2.757
9:	Shut Out	371	9.62	61.83	24.991

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³ Page 4 ³
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APPENDIX 17

SEQUAN FREQUENCY, MEAN AND STANDARD DEVIATION ANALYSIS OF NEGOTIATIONS GROUPED BY HIGH AND LOW RATING OF FLEXIBILITY

High rated: NEG4, NEG9, NEG11, NEG12

Low rated: NEG3, NEG8, NEG10

Post-Negotiation Questions used –

1.15 I was flexible in the meeting

1.16 They were flexible in the meeting

ÚAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: FLEXHIGH.SET ³
³ 2nd September 2002 Time: 12:23 ³
ÀAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAÙ

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
~~~~~~
Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG4.... .... NEG9.... ....
NEG11... .... NEG12... ....
The Call Codes and Result Codes
that match are:-
NEG4.... 534466113245543446...... NEG11... 114466113453465546......
NEG12... 115566445565646565...... NEG91... 114466445555556565......
NEG92... 114466445555556565......

ÚAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA¿
³ Page 1 ³
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ÚAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: FLEXHIGH.SET ³
³ 2nd September 2002 Time: 12:23 ³
ÀAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAÙ

	Freq.	%	Mean	St.Dev
A: Seek Prop	31	0.65	6.20	2.049
B: Prop Proc	129	2.72	25.80	22.454
C: Prop U/S Cont	148	3.12	29.60	23.985
D: Prop S Cont	68	1.43	13.60	10.407
E: Building	17	0.36	3.40	3.435
F: Conditional	17	0.36	3.40	4.879
G: Table U/S	112	2.36	22.40	9.529
H: Table Spec	17	0.36	3.40	3.435
I: Seek Reac/Feel	55	1.16	11.00	7.517
J: Support	984	20.74	196.80	39.376
K: Disagree	42	0.89	8.40	5.941
L: Contrary St/ment	1	0.02	0.20	0.447
M: Feel Personal	21	0.44	4.20	3.701
N: Feel Corporate	3	0.06	0.60	1.342

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³ Page 2 This table continues on the next page. ³
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ÚAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: FLEXHIGH.SET ³
³ 2nd September 2002 Time: 12:23 ³
ÀAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAÙ

Freq. % Mean St.Dev

1 to 4
~~~~~~

O: Defend/Attack	15	0.32	3.00	5.196
P: Grat S/Praise	12	0.25	2.40	3.362
Q: Retract	0	0.00	0.00	0.000
R: Confirm/Agree	328	6.91	65.60	27.772
S: Clarity Test	222	4.68	44.40	23.416
T: Incred Test	1	0.02	0.20	0.447
U: Rational Test	2	0.04	0.40	0.548
V: Summary	19	0.40	3.80	3.564
W: Seek Sitn/Posn	151	3.18	30.20	18.226
X: Sitn/Posn	1288	27.15	257.60	21.838
Y: 'INY' Posture	7	0.15	1.40	1.342
Z: 'YNM' Posture	1	0.02	0.20	0.447
0: Seek Justifn	0	0.00	0.00	0.000
1: Seek P/Imp/Need	0	0.00	0.00	0.000

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³ Page 3 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: FLEXHIGH.SET ³
³ 2nd September 2002 Time: 12:23 ³
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	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	13	0.27	2.60	3.647
3: Constraint	16	0.34	3.20	3.114
4: Need	12	0.25	2.40	3.362
5: Justification	419	8.83	83.80	35.252
6: Seek Other	7	0.15	1.40	1.140
7: Give Other	14	0.30	2.80	3.271
8: Label	12	0.25	2.40	2.793
9: Shut Out	560	11.80	112.00	33.435

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: FLEXLOW.SET
2nd September 2002 Time: 12:23

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG3.... .... NEG8.... ....
NEG10... ....

The Call Codes and Result Codes
that match are:-

NEG31... 264444214453435463...... NEG32... 264444214453435463......
NEG10... 114466113445354556...... NEG8.... 235566114453535362......
NEG82... 235566114453535362...... NEG83... 235566114453535362......

Page 1

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: FLEXLOW.SET
2nd September 2002 Time: 12:23

	Freq.	%	Mean	St.Dev
A: Seek Prop	6	0.11	1.00	1.095
B: Prop Proc	77	1.45	12.83	7.083
C: Prop U/S Cont	62	1.16	10.33	10.033
D: Prop S Cont	49	0.92	8.17	8.183
E: Building	0	0.00	0.00	0.000
F: Conditional	8	0.15	1.33	3.266
G: Table U/S	91	1.71	15.17	10.998
H: Table Spec	4	0.08	0.67	0.816
I: Seek Reac/Feel	56	1.05	9.33	3.830
J: Support	1300	24.41	216.67	25.256
K: Disagree	23	0.43	3.83	0.983
L: Contrary St/ment	0	0.00	0.00	0.000
M: Feel Personal	8	0.15	1.33	1.506
N: Feel Corporate	8	0.15	1.33	0.816

Page 2 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: FLEXLOW.SET
2nd September 2002 Time: 12:23

Freq. % Mean St.Dev

O:	Defend/Attack	13	0.24	2.17	2.639
P:	Grat S/Praise	6	0.11	1.00	1.549
Q:	Retract	1	0.02	0.17	0.408
R:	Confirm/Agree	317	5.95	52.83	24.839
S:	Clarity Test	284	5.33	47.33	19.562
T:	Incred Test	3	0.06	0.50	1.225
U:	Rational Test	2	0.04	0.33	0.516
V:	Summary	30	0.56	5.00	5.060
W:	Seek Sitn/Posn	155	2.91	25.83	13.091
X:	Sitn/Posn	1445	27.13	240.83	24.026
Y:	'INY' Posture	1	0.02	0.17	0.408
Z:	'YNM' Posture	17	0.32	2.83	3.061
0:	Seek Justifn	2	0.04	0.33	0.516
1:	Seek P/Imp/Need	0	0.00	0.00	0.000

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³ Page 3 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: FLEXLOW.SET ³
³ 2nd September 2002 Time: 12:23 ³
ÀÄÄÄÙ

		Freq.	%	Mean	St.Dev
2:	Prob/Imp Need	2	0.04	0.33	0.816
3:	Constraint	1	0.02	0.17	0.408
4:	Need	5	0.09	0.83	1.169
5:	Justification	377	7.08	62.83	30.331
6:	Seek Other	30	0.56	5.00	6.573
7:	Give Other	91	1.71	15.17	23.353
8:	Label	9	0.17	1.50	1.871
9:	Shut Out	843	15.83	140.50	9.297

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³ Page 4 ³
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APPENDIX 18

SEQUAN FREQUENCY, MEAN AND STANDARD DEVIATION ANALYSIS OF NEGOTIATIONS *GROUPED BY HIGH AND LOW* RATING OF EXPLORATION AND INCLUSION OF TRADABLE OPTIONS

High rated: NEG4, NEG6, NEG11, NEG12

Low rated: NEG1, NEG2, NEG3, NEG7, NEG8

Post-Negotiation Questions used –

1.11 I am happy that I *explored all options*

1.23 I included all the tradable options I had identified in the final agreement

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG4.... .... NEG6.... ....
NEG11... .... NEG12... ....

The Call Codes and Result Codes
that match are:-

NEG4.... 534466113245543446...... NEG6.... 355466114456453545......
NEG62... 355466114456453545...... NEG11... 114466113453465546......
NEG12... 115566445565646565......

	Freq.	%	Mean	St.Dev
A: Seek Prop	27	0.83	5.40	1.673
B: Prop Proc	48	1.48	9.60	7.127
C: Prop U/S Cont	90	2.78	18.00	5.244
D: Prop S Cont	53	1.64	10.60	4.615
E: Building	8	0.25	1.60	1.673
F: Conditional	26	0.80	5.20	4.604
G: Table U/S	103	3.18	20.60	13.069
H: Table Spec	19	0.59	3.80	5.310
I: Seek Reac/Feel	55	1.70	11.00	7.416
J: Support	569	17.56	113.80	33.910
K: Disagree	40	1.23	8.00	5.431
L: Contrary St/ment	1	0.03	0.20	0.447
M: Feel Personal	31	0.96	6.20	5.357
N: Feel Corporate	3	0.09	0.60	0.894

	Freq.	%	Mean	St.Dev

1 to 4
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O: Defend/Attack	18	0.56	3.60	4.930
P: Grat S/Praise	9	0.28	1.80	3.493
Q: Retract	9	0.28	1.80	4.025
R: Confirm/Agree	214	6.60	42.80	22.242
S: Clarity Test	201	6.20	40.20	25.994
T: Incred Test	1	0.03	0.20	0.447
U: Rational Test	0	0.00	0.00	0.000
V: Summary	25	0.77	5.00	3.937
W: Seek Sitn/Posn	131	4.04	26.20	15.627
X: Sitn/Posn	867	26.76	173.40	17.644
Y: 'INY' Posture	11	0.34	2.20	1.483
Z: 'YNM' Posture	8	0.25	1.60	2.074
0: Seek Justifn	0	0.00	0.00	0.000
1: Seek P/Imp/Need	0	0.00	0.00	0.000

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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: TRADHIGH.SET ³
³ *2nd September 2002 Time: 12:23* ³
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	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	5	0.15	1.00	1.000
3: Constraint	9	0.28	1.80	1.304
4: Need	15	0.46	3.00	3.082
5: Justification	302	9.32	60.40	19.411
6: Seek Other	8	0.25	1.60	1.517
7: Give Other	3	0.09	0.60	1.342
8: Label	14	0.43	2.80	2.683
9: Shut Out	317	9.78	63.40	28.307

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³ Page 4 ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: TRADLOW.SET   ³
³ 2nd September 2002   Time: 12:24   ³
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MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
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Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG1.... 2454...................   NEG2.... ....
NEG3.... ....   NEG7.... ....
NEG8.... ....

The Call Codes and Result Codes
that match are:-

NEG1.... 245466222254435455......   NEG2.... 215566334454455555......
NEG31... 264444214453435463......   NEG32... 264444214453435463......
NEG7.... 215566334455454454......   NEG8.... 235566114453535362......

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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: TRADLOW.SET   ³
³ 2nd September 2002   Time: 12:24   ³
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NEG82... 235566114453535362......   NEG83... 235566114453535362......

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³ Page 2   ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: TRADLOW.SET   ³
³ 2nd September 2002   Time: 12:24   ³
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	Freq.	%	Mean	St.Dev
A: Seek Prop	16	0.25	2.00	2.000
B: Prop Proc	95	1.47	11.88	6.175
C: Prop U/S Cont	97	1.50	12.13	9.250
D: Prop S Cont	51	0.79	6.38	5.208
E: Building	28	0.43	3.50	5.292
F: Conditional	5	0.08	0.63	1.408
G: Table U/S	123	1.91	15.38	12.141
H: Table Spec	20	0.31	2.50	4.071
I: Seek Reac/Feel	104	1.61	13.00	7.051
J: Support	1490	23.11	186.25	9.692
K: Disagree	44	0.68	5.50	3.024
L: Contrary St/ment	3	0.05	0.38	0.744
M: Feel Personal	11	0.17	1.38	1.685
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N: Feel Corporate	8	0.12	1.00	0.926

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³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: TRADLOW.SET ³
³ 2nd September 2002 Time: 12:24 ³
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	Freq.	%	Mean	St.Dev
O: Defend/Attack	16	0.25	2.00	2.928
P: Grat S/Praise	6	0.09	0.75	1.389
Q: Retract	2	0.03	0.25	0.463
R: Confirm/Agree	460	7.14	57.50	23.189
S: Clarity Test	355	5.51	44.38	17.663
T: Incred Test	3	0.05	0.38	1.061
U: Rational Test	3	0.05	0.38	0.518
V: Summary	53	0.82	6.63	7.671
W: Seek Sitn/Posn	220	3.41	27.50	12.306
X: Sitn/Posn	1727	26.79	215.88	21.563
Y: 'INY' Posture	3	0.05	0.38	0.744
Z: 'YNM' Posture	13	0.20	1.63	2.446
0: Seek Justifn	5	0.08	0.63	1.061
1: Seek P/Imp/Need	0	0.00	0.00	0.000

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³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: TRADLOW.SET ³
³ 2nd September 2002 Time: 12:24 ³
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	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	10	0.16	1.25	2.435
3: Constraint	6	0.09	0.75	1.389
4: Need	3	0.05	0.38	0.518
5: Justification	460	7.14	57.50	21.600
6: Seek Other	35	0.54	4.38	5.731
7: Give Other	101	1.57	12.63	20.290
8: Label	12	0.19	1.50	1.604
9: Shut Out	859	13.32	107.38	10.283

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³ Page 5 ³
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APPENDIX 19

SEQUAN FREQUENCY, MEAN AND STANDARD DEVIATION ANALYSIS OF NEGOTIATIONS GROUPED BY BALANCE AND IMBALANCE OF POWER

High rated: NEG1, NEG8, NEG9, NEG11

Low rated: NEG3, NEG5, NEG6, NEG12

Post-Negotiation Questions used –

4.1 How powerful in comparison to the customer/supplier do you feel?

ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: POWERBAL.SET   ³
³ 3rd September 2002   Time: 11:47   ³
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MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET
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Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG1.... 2454....................   NEG8.... ....
NEG9.... ....   NEG11... ....
The Call Codes and Result Codes
that match are:-
NEG1.... 245466222254435455......   NEG11... 114466113453465546......
NEG8.... 235566114453535362......   NEG82... 235566114453535362......
NEG83... 235566114453535362......   NEG91... 114466445555556565......
NEG92... 114466445555556565......

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³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: POWERBAL.SET   ³
³ 3rd September 2002   Time: 11:47   ³
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³ Page 2   ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: POWERBAL.SET   ³
³ 3rd September 2002   Time: 11:47   ³
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	Freq.	%	Mean	St.Dev
A: Seek Prop	29	0.39	4.14	3.532
B: Prop Proc	149	2.03	21.29	20.014
C: Prop U/S Cont	177	2.41	25.29	22.013
D: Prop S Cont	88	1.20	12.57	9.378
E: Building	24	0.33	3.43	5.350
F: Conditional	3	0.04	0.43	0.787
G: Table U/S	123	1.67	17.57	10.876
H: Table Spec	14	0.19	2.00	2.236
I: Seek Reac/Feel	84	1.14	12.00	6.758
J: Support	1725	23.47	246.43	13.925
K: Disagree	55	0.75	7.86	5.757
L: Contrary St/ment	2	0.03	0.29	0.488
M: Feel Personal	18	0.24	2.57	2.637
N: Feel Corporate	5	0.07	0.71	1.113

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³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: POWERBAL.SET ³
³ 3rd September 2002 Time: 11:47 ³
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	Freq.	%	Mean	St.Dev
O: Defend/Attack	26	0.35	3.71	4.786
P: Grat S/Praise	11	0.15	1.57	3.047
Q: Retract	2	0.03	0.29	0.488
R: Confirm/Agree	464	6.31	66.29	25.211
S: Clarity Test	363	4.94	51.86	23.561
T: Incred Test	1	0.01	0.14	0.378
U: Rational Test	4	0.05	0.57	0.535
V: Summary	33	0.45	4.71	4.680
W: Seek Sitn/Posn	242	3.29	34.57	14.820
X: Sitn/Posn	1962	26.69	280.29	21.489
Y: 'INY' Posture	6	0.08	0.86	1.215
Z: 'YNM' Posture	11	0.15	1.57	2.637
0: Seek Justifn	2	0.03	0.29	0.488
1: Seek P/Imp/Need	0	0.00	0.00	0.000

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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: POWERBAL.SET ³
³ 3rd September 2002 Time: 11:47 ³
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	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	14	0.19	2.00	3.162
3: Constraint	15	0.20	2.14	3.024
4: Need	1	0.01	0.14	0.378
5: Justification	560	7.62	80.00	11.778
6: Seek Other	30	0.41	4.29	6.237
7: Give Other	100	1.36	14.29	21.383
8: Label	13	0.18	1.86	2.478
9: Shut Out	995	13.54	142.14	1.380

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Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: PWRIMBAL.SET
3rd September 2002 Time: 11:47

MEAN & STANDARD DEVIATIONS OF BEHAVIOURS IN A SET

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG3.... .... NEG5.... ....
NEG6.... .... NEG12... ....

The Call Codes and Result Codes
that match are:-

NEG31... 264444214453435463...... NEG32... 264444214453435463......
NEG6.... 355466114456453545...... NEG62... 355466114456453545......
NEG5.... 115566224446353436...... NEG12... 115566445565646565......

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: PWRIMBAL.SET
3rd September 2002 Time: 11:47

	Freq.	%	Mean	St.Dev
A: Seek Prop	20	0.66	3.33	2.338
B: Prop Proc	60	1.97	10.00	5.060
C: Prop U/S Cont	60	1.97	10.00	8.718
D: Prop S Cont	39	1.28	6.50	5.857
E: Building	7	0.23	1.17	1.602
F: Conditional	14	0.46	2.33	2.944
G: Table U/S	89	2.93	14.83	13.512
H: Table Spec	20	0.66	3.33	4.367
I: Seek Reac/Feel	53	1.74	8.83	4.401
J: Support	507	16.69	84.50	32.936
K: Disagree	32	1.05	5.33	1.966
L: Contrary St/ment	1	0.03	0.17	0.408
M: Feel Personal	31	1.02	5.17	5.307
N: Feel Corporate	7	0.23	1.17	0.983

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: PWRIMBAL.SET
3rd September 2002 Time: 11:47

Freq. % Mean St.Dev

O: Defend/Attack	7	0.23	1.17	1.472
P: Grat S/Praise	3	0.10	0.50	1.225
Q: Retract	9	0.30	1.50	3.674
R: Confirm/Agree	214	7.04	35.67	19.755
S: Clarity Test	172	5.66	28.67	10.328
T: Incred Test	3	0.10	0.50	1.225
U: Rational Test	1	0.03	0.17	0.408
V: Summary	24	0.79	4.00	4.099
W: Seek Sitn/Posn	132	4.34	22.00	10.844
X: Sitn/Posn	860	28.31	143.33	30.288
Y: 'INY' Posture	9	0.30	1.50	1.761
Z: 'YNM' Posture	8	0.26	1.33	1.966
0: Seek Justifn	0	0.00	0.00	0.000
1: Seek P/Imp/Need	1	0.03	0.17	0.408

Page 3 This table continues on the next page.

	Freq.	%	Mean	St.Dev
2: Prob/Imp Need	3	0.10	0.50	0.837
3: Constraint	7	0.23	1.17	1.472
4: Need	11	0.36	1.83	2.787
5: Justification	264	8.69	44.00	24.158
6: Seek Other	8	0.26	1.33	1.366
7: Give Other	7	0.23	1.17	1.602
8: Label	14	0.46	2.33	1.966
9: Shut Out	341	11.22	56.83	31.689

APPENDIX 20

CHI-SQUARE ANALYSES OF HIGH AND LOW RATINGS FOR SUCCESS, COMMITMENT, EFFECTIVENESS, FLEXIBILITY AND EXPLORATION AND INCLUSION OF TRADABLE OPTIONS (SPSS OUTPUT)

Crosstabs - Success (High / Low)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
BHVCODE * HIGH_LOW	3228	100.0%	0	.0%	3228	100.0%

BHVCODE * HIGH_LOW Crosstabulation

Count

		HIGH_LOW		Total
		1.00	2.00	
BHVCODE	1.00	38	27	65
	2.00	146	129	275
	3.00	171	133	304
	4.00	78	93	171
	5.00	23	25	48
	6.00	16	26	42
	7.00	152	148	300
	8.00	26	28	54
	9.00	66	129	195
	10.00	45	63	108
	11.00	2	3	5
	12.00	35	21	56
	13.00	6	10	16
	14.00	6	34	40
	15.00	3	18	21
	16.00	192	485	677
	17.00	49	40	89
	18.00	156	290	446
	19.00	12	5	17
	20.00	7	20	27
	21.00	13	13	26
	22.00	19	9	28
	23.00	11	10	21
	24.00	7	39	46
	25.00	18	99	117
	26.00	14	20	34
Total		1311	1917	3228

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	224.210[a]	25	.000
Likelihood Ratio	232.610	25	.000
Linear-by-Linear Association	101.342	1	.000
N of Valid Cases	3228		

a. 2 cells (3.8%) have expected count less than 5. The minimum expected count is 2.03.

Crosstabs - Commitment (High / Low)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
BHVCODE * HIGH_LOW	3262	100.0%	0	.0%	3262	100.0%

BHVCODE * HIGH_LOW Crosstabulation

Count

		HIGH_LOW		Total
		1.00	2.00	
BHVCODE	1.00	47	20	67
	2.00	176	98	274
	3.00	205	102	307
	4.00	100	57	157
	5.00	46	12	58
	6.00	20	18	38
	7.00	173	115	288
	8.00	42	24	66
	9.00	110	100	210
	10.00	64	47	111
	11.00	5	2	7
	12.00	42	12	54
	13.00	8	8	16
	14.00	15	20	35
	15.00	6	15	21
	16.00	267	407	674
	17.00	55	34	89
	18.00	223	236	459
	19.00	14	5	19
	20.00	9	14	23
	21.00	21	12	33
	22.00	24	8	32
	23.00	11	7	18
	24.00	11	39	50
	25.00	23	99	122
	26.00	17	17	34
Total		1734	1528	3262

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	243.733[a]	25	.000
Likelihood Ratio	252.323	25	.000
Linear-by-Linear Association	130.531	1	.000
N of Valid Cases	3262		

a. 2 cells (3.8%) have expected count less than 5. The minimum expected count is 3.28.

Crosstabs - Risk-taking (High / Low)

Case Processing Summary

	Cases					
	Valid		*Missing*		*Total*	
	N	Percent	N	Percent	N	Percent
BHVCODE * HIGH_LOW	1846	100.0%	0	.0%	1846	100.0%

BHVCODE * HIGH_LOW Crosstabulation

Count

		HIGH_LOW		Total
		1.00	2.00	
BHVCODE	1.00	14	27	41
	2.00	60	125	185
	3.00	50	136	186
	4.00	40	56	96
	5.00	25	15	40
	6.00	16	5	21
	7.00	49	101	150
	8.00	27	9	36
	9.00	74	49	123
	10.00	31	38	69
	11.00	3	1	4
	12.00	10	20	30
	13.00	6	3	9
	14.00	10	15	25
	15.00	7	11	18
	16.00	198	181	379
	17.00	9	19	28
	18.00	143	135	278
	19.00	2	7	9
	20.00	3	1	4
	21.00	10	11	21
	22.00	8	14	22
	23.00	6	7	13
	24.00	11	4	15
	25.00	10	14	24
	26.00	9	11	20
Total		831	1015	1846

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	114.728[a]	25	.000
Likelihood Ratio	117.441	25	.000
Linear-by-Linear Association	25.584	1	.000
N of Valid Cases	1846		

a. 8 cells (15.4%) have expected count less than 5. The minimum expected count is 1.80.

Crosstabs - Effectiveness (High / Low)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
BHVCODE * HIGH_LOW	2055	100.0%	0	.0%	2055	100.0%

BHVCODE * HIGH_LOW Crosstabulation

Count

		HIGH_LOW		Total
		1.00	2.00	
BHVCODE	1.00	24	24	48
	2.00	131	68	199
	3.00	131	82	213
	4.00	54	58	112
	5.00	25	15	40
	6.00	7	12	19
	7.00	90	83	173
	8.00	21	18	39
	9.00	52	87	139
	10.00	28	50	78
	11.00	3	2	5
	12.00	17	28	45
	13.00	5	7	12
	14.00	4	24	28
	15.00	6	11	17
	16.00	129	258	387
	17.00	20	20	40
	18.00	111	202	313
	19.00	7	9	16
	20.00	2	9	11
	21.00	17	4	21
	22.00	17	9	26
	23.00	7	4	11
	24.00	6	9	15
	25.00	16	8	24
	26.00	6	18	24
Total		936	1119	2055

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	149.330[a]	25	.000
Likelihood Ratio	152.996	25	.000
Linear-by-Linear Association	52.422	1	.000
N of Valid Cases	2055		

a. 2 cells (3.8%) have expected count less than 5. The minimum expected count is 2.28.

Crosstabs - Flexibility (High / Low)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
BHVCODE * HIGH_LOW	*2198*	*100.0%*	*0*	*.0%*	*2198*	*100.0%*

BHVCODE * HIGH_LOW Crosstabulation

Count

		HIGH_LOW		Total
		1.00	2.00	
BHVCODE	1.00	31	6	37
	2.00	129	77	206
	3.00	148	62	210
	4.00	68	49	117
	5.00	17		17
	6.00	17	8	25
	7.00	112	91	203
	8.00	17	4	21
	9.00	55	56	111
	10.00	42	23	65
	11.00	1		1
	12.00	21	8	29
	13.00	3	8	11
	14.00	15	13	28
	15.00	12	6	18
	16.00	222	284	506
	17.00	19	30	49
	18.00	151	155	306
	19.00	7	1	8
	20.00	1	17	18
	21.00	13	2	15
	22.00	16	1	17
	23.00	12	5	17
	24.00	7	30	37
	25.00	14	91	105
	26.00	12	9	21
Total		1162	1036	2198

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	233.350[a]	25	.000
Likelihood Ratio	258.565	25	.000
Linear-by-Linear Association	102.384	1	.000
N of Valid Cases	2198		

a. 4 cells (7.7%) have expected count less than 5. The minimum expected count is .47.

Crosstabs - Tradable Options (High / Low)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
BHVCODE * HIGH_LOW	2399	100.0%	0	.0%	2399	100.0%

BHVCODE * HIGH_LOW Crosstabulation

Count

		HIGH_LOW		Total
		1.00	2.00	
BHVCODE	1.00	27	16	43
	2.00	48	95	143
	3.00	90	97	187
	4.00	53	51	104
	5.00	8	28	36
	6.00	26	5	31
	7.00	103	123	226
	8.00	19	20	39
	9.00	55	104	159
	10.00	40	44	84
	11.00	1	3	4
	12.00	31	11	42
	13.00	3	8	11
	14.00	18	16	34
	15.00	9	6	15
	16.00	201	355	556
	17.00	25	53	78
	18.00	131	220	351
	19.00	11	3	14
	20.00	8	13	21
	21.00	5	10	15
	22.00	9	6	15
	23.00	15	3	18
	24.00	8	35	43
	25.00	3	101	104
	26.00	14	12	26
Total		961	1438	2399

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	187.838[a]	25	.000
Likelihood Ratio	210.987	25	.000
Linear-by-Linear Association	31.730	1	.000
N of Valid Cases	2399		

a. 3 cells (5.8%) have expected count less than 5. The minimum expected count is 1.60.

Crosstabs - Balance of Power (Balance / Imbalanced)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
BHVCODE * HIGH_LOW	2474	100.0%	0	.0%	2474	100.0%

BHVCODE * HIGH_LOW Crosstabulation

Count

		HIGH_LOW		Total
		1.00	2.00	
BHVCODE	1.00	29	20	49
	2.00	149	60	209
	3.00	177	60	237
	4.00	88	39	127
	5.00	24	7	31
	6.00	3	14	17
	7.00	123	89	212
	8.00	14	20	34
	9.00	84	53	137
	10.00	55	32	87
	11.00	2	1	3
	12.00	18	31	49
	13.00	5	7	12
	14.00	26	7	33
	15.00	11	3	14
	16.00	363	172	535
	17.00	33	24	57
	18.00	242	132	374
	19.00	6	9	15
	20.00	11	8	19
	21.00	14	3	17
	22.00	15	7	22
	23.00	1	11	12
	24.00	30	8	38
	25.00	100	7	107
	26.00	13	14	27
Total		1636	838	2474

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	144.532[a]	25	.000
Likelihood Ratio	152.271	25	.000
Linear-by-Linear Association	.932	1	.334
N of Valid Cases	2474		

a. 5 cells (9.6%) have expected count less than 5. The minimum expected count is 1.02.

APPENDIX 21

SELECTED SEQUAN OUTPUT OF TRANSITIONAL FREQUENCIES FOR ALL NEGOTIATIONS (GROUPED)

ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³
³ 3rd March 2002 Time: 11:38 ³
ÀÄÄÄÙ

BEHAVIOUR TRANSITION TABLES
~~~~~~~~~~~~~~~~~~~~~~~~~~~

Data is included in this output if
a Call Code or Result Code
matches with any of the following:-

NEG1.... .... NEG2.... ....
NEG3.... .... NEG4.... ....
NEG5.... .... NEG6.... ....
NEG7.... .... NEG8.... ....
NEG9.... .... NEG10... ....
NEG11... .... NEG12... ....

The Call Codes and Result Codes
that match are:-

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³ Page 1 This table continues on the next page. ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³
³ 3rd March 2002 Time: 11:38 ³
ÀÄÄÄÙ

NEG1.... 245466222254435455...... NEG2.... 215566334454455555......
NEG31... 264444214453435463...... NEG32... 264444214453435463......
NEG4.... 534466113245543446...... NEG6.... 355466114456453545......
NEG62... 355466114456453545...... NEG5.... 115566224446353436......
NEG7.... 215566334455454454...... NEG10... 114466113445354556......
NEG11... 114466113453465546...... NEG8.... 235566114453535362......
NEG82... 235566114453535362...... NEG83... 235566114453535362......
NEG12... 115566445565646565...... NEG91... 114466445555556565......
NEG92... 114466445555556565......

ÚÄÄÄ¿
³ Page 2 ³
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ÚÄÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³
³ 3rd March 2002 Time: 11:38 ³
ÀÄÄÄÙ

Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

/ 10 / 0
~~~~~~~~~~~~~~~~~~~~~~~~~~~

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
A: Seek Prop		1								2				
B: Prop Proc	2		1	1	1		2	1	2	27				
C: Prop U/S Co		1	1			3	4		3	11			1	
D: Prop S Cont		1	1			9				2				1
E: Building														
F: Conditional				2			2	1		2				
G: Table U/S	1	13				4	3			6				
H: Table Spec			1		1	2				1				
I: Seek Reac/F	2	6	4				3	1		5	2			
J: Support			1	1		1	1	1				1		

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ÚÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³
³ 3rd March 2002   Time: 11:38 ³
ÀÄÄÙ

Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
K: Disagree										1				
M: Feel Person										2				
N: Feel Corpor										1				
P: Grat S/Prai							1							
R: Confirm/Agr		1		1						2				
S: Clarity Tes		4	1						1	5				
U: Rational Te										1				
V: Summary		1					2			6			1	
W: Seek Sitn/P		5	1	1					1	7				1
X: Sitn/Posn		9	7	3	3		9	3	7	62	6		4	3

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ÚÄÄ¿
³ Huthwaite Research Group Limited   Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³
³ 3rd March 2002   Time: 11:38 ³
ÀÄÄÙ

Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
Y: 'INY' Postu										2				
Z: 'YNM' Postu											1			
2: Prob/Imp Ne			1											
3: Constraint														
4: Need		1												

	O	P	Q	R	S	V	W	X	Y	Z	0	2	3	4
5: Justificati	2	14	18	13	3		16	7	3	28	2			2
6: Seek Other														
7: Give Other									1	1				
8: Label			1							2				
Totals:	7	57	38	22	8	19	43	14	18	176	11	1	6	7

Page 5 This table continues on the next page.

Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

	O	P	Q	R	S	V	W	X	Y	Z	0	2	3	4
A: Seek Prop				2				3						
B: Prop Proc				3		4	1	18						
C: Prop U/S Co				2				12		1		1		
D: Prop S Cont				1		1		4						
E: Building								4						
F: Conditional				1				3						
G: Table U/S				4	2	1		21	1					
H: Table Spec				2				3						
I: Seek Reac/F	1			2		4	1	26		1				
J: Support				5	1			16			1			1

Page 6 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

	O	P	Q	R	S	V	W	X	Y	Z	0	2	3	4
K: Disagree														
M: Feel Person								2						
N: Feel Corpor								3						
P: Grat S/Prai							1	5						
R: Confirm/Agr								4						
S: Clarity Tes				2			1	9						
U: Rational Te														
V: Summary								2						
W: Seek Sitn/P		1		3		1		10						
X: Sitn/Posn		2	2	46	1	1	3			3		1	3	2

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³ Page 7 This table continues on the next page. ³
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Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

	O	P	Q	R	S	V	W	X	Y	Z	0	2	3	4
Y: 'INY' Postu								2						
Z: 'YNM' Postu								2	1					
2: Prob/Imp Ne								1						
3: Constraint								1						
4: Need				2				2						
5: Justificati		2		8		3	8	111	1	1		3		1
6: Seek Other				1				1						
7: Give Other														
8: Label								2						
Totals:	1	5	2	84	4	15	15	267	3	6	1	5	3	4

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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³
³ 3rd March 2002 Time: 11:38 ³
ÀÄÄÙ

Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

	5	6	7	8	9	Totals:
A: Seek Prop	2		1			11
B: Prop Proc	3		2	3	2	73
C: Prop U/S Co	10				3	53
D: Prop S Cont	4				2	26
E: Building	1				3	8
F: Conditional	5					16
G: Table U/S	9				1	66
H: Table Spec	4				1	15
I: Seek Reac/F	11				2	71
J: Support	5		2		445	482

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³ Page 9 This table continues on the next page. ³
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ÚÄÄ¿
³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³

Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

	5	6	7	8	9	Totals:
K: Disagree				1	2	4
M: Feel Person						4
N: Feel Corpor	1					5
P: Grat S/Prai	1					8
R: Confirm/Agr	1				43	52
S: Clarity Tes	3			2	15	43
U: Rational Te						1
V: Summary	1		1	1		15
W: Seek Sitn/P	8				3	42
X: Sitn/Posn	76		1	1	71	329

Transitions in behaviour from speaker 1 (horizontal) to speaker 1 (vertical)

	5	6	7	8	9	Totals:
Y: 'INY' Postu						4
Z: 'YNM' Postu					1	5
2: Prob/Imp Ne	1			1		4
3: Constraint					1	2
4: Need						5
5: Justificati					7	253
6: Seek Other	1		1			4
7: Give Other		5				7
8: Label	1					6
Totals:	148	5	8	9	602	1614

Transitions in behaviour from speaker 1 (horizontal) to speaker 2 (vertical)

	A	B	C	D	E	G	H	I	J	K	L	M	O	P
A: Seek Prop	1		1											

	A	B	C	D	E	G	H	I	J	K	L	M	O	P
B: Prop Proc	1	1	1		1				2				1	
C: Prop U/S Co									2					
D: Prop S Cont	1								4			1		
E: Building				1				1	2					
F: Conditional														
G: Table U/S	1							1	4					
H: Table Spec	1								2					
I: Seek Reac/F									4					
J: Support		13	9	3	3	5	4	17	22					1

Page 12 This table continues on the next page.

Transitions in behaviour from speaker 1 (horizontal) to speaker 2 (vertical)

	A	B	C	D	E	G	H	I	J	K	L	M	O	P
K: Disagree	1	1			1		1	1						
L: Contrary St														
M: Feel Person														
N: Feel Corpor														
O: Defend/Atta													3	
P: Grat S/Prai														
Q: Retract														
R: Confirm/Agr	1	2	2	1	1	3		9	11	1				
S: Clarity Tes		1	1				1	1	7	4				
U: Rational Te														

Page 13 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 2 (vertical)

	A	B	C	D	E	G	H	I	J	K	L	M	O	P
V: Summary														
W: Seek Sitn/P		1	1	2					7					1
X: Sitn/Posn	1	1	2	1		4	1	8	54	1	1		2	
Y: 'INY' Postu									1					
1: Seek P/Imp/									1					
2: Prob/Imp Ne														
3: Constraint						1			2					
5: Justificati					1				11					

6: Seek Other														
7: Give Other		1							1					

³ Page 14 This table continues on the next page. ³

³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³
³ 3rd March 2002 Time: 11:38 ³

Transitions in behaviour from speaker 1 (horizontal) to speaker 2 (vertical)

	A	B	C	D	E	G	H	I	J	K	L	M	O	P
8: Label								1						
9: Shut Out	2	2	1	2	3	3			10	1				
Totals:	10	23	18	10	10	16	7	39	147	7	1	1	6	2

³ Page 15 This table continues on the next page. ³

³ Huthwaite Research Group Limited Sequential Behaviour Analysis ³
³ Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET ³
³ 3rd March 2002 Time: 11:38 ³

Transitions in behaviour from speaker 1 (horizontal) to speaker 2 (vertical)

	R	S	V	W	X	0	4	5	6	7	Totals:
A: Seek Prop	1				3						6
B: Prop Proc	2				2						11
C: Prop U/S Co	3				2						7
D: Prop S Cont					4		1	1			12
E: Building					1						5
F: Conditional					1						1
G: Table U/S	5				2			1			14
H: Table Spec	2	1									6
I: Seek Reac/F	1			1	1			1			8
J: Support	7	1	2	1	44			16			148

³ Page 16 This table continues on the next page. ³

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 2 (vertical)

	R	S	V	W	X	0	4	5	6	7	Totals:
K: Disagree		4			3						12
L: Contrary St	1										1
M: Feel Person	1										1
N: Feel Corpor				1							1
O: Defend/Atta						1					4
P: Grat S/Prai		1									1
Q: Retract		1									1
R: Confirm/Agr	10	42	1	2	26			7			119
S: Clarity Tes	13	3		2	40		1	2		2	78
U: Rational Te					1						1

Page 17 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 2 (vertical)

	R	S	V	W	X	0	4	5	6	7	Totals:
V: Summary	1										1
W: Seek Sitn/P	4				24			3			43
X: Sitn/Posn	52	8	1	32	93	1		19			282
Y: 'INY' Postu											1
1: Seek P/Imp/											1
2: Prob/Imp Ne	4										4
3: Constraint											3
5: Justificati	10	3		2	5			1			33
6: Seek Other					2				1	6	9
7: Give Other	3								6	7	18

Page 18 This table continues on the next page.

Huthwaite Research Group Limited — Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 2 (vertical)

	R	S	V	W	X	0	4	5	6	7	Totals:
8: Label	1	1		1	2						6
9: Shut Out	30	5		1	29			6			95
Totals:	151	70	4	43	285	2	2	57	7	15	933

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Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 3 (vertical)

	A	B	C	D	E	G	H	I	J	K	L	M	N	P
A: Seek Prop									1					
B: Prop Proc	1	1	1			1		1	19			1		
C: Prop U/S Co			1					1	18					
D: Prop S Cont									11					
E: Building									3					
F: Conditional									1					
G: Table U/S		1				1			16					
H: Table Spec							1		2					
I: Seek Reac/F									2					
J: Support	1	15	11	3	3	12		3	36	1				

Page 20 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 3 (vertical)

	A	B	C	D	E	G	H	I	J	K	L	M	N	P
K: Disagree			1	1										
M: Feel Person									4					1
N: Feel Corpor									1					
O: Defend/Atta			1						1					

	A	B	C	D	E	G	H	I	J	K	L	M	N	P
P: Grat S/Prai									1					
Q: Retract														
R: Confirm/Agr	1	3	6		1	2		7	9	1	1			
S: Clarity Tes		1		1		1			6					
V: Summary									8					
W: Seek Sitn/P	1	1							6				1	

Page 21 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 3 (vertical)

	A	B	C	D	E	G	H	I	J	K	L	M	N	P
X: Sitn/Posn	1	1	2			2	1	3	230	3				
Y: 'INY' Postu									1					
Z: 'YNM' Postu									2					
2: Prob/Imp Ne									1					
3: Constraint									2					
4: Need									3					
5: Justificati						1			50					
6: Seek Other		1							1					
7: Give Other									1	1				
8: Label						1								

Page 22 This table continues on the next page.

Huthwaite Research Group Limited Sequential Behaviour Analysis
Project: NEGSPHD Negotiation Research TGH. Set: NEGSALL.SET
3rd March 2002 Time: 11:38

Transitions in behaviour from speaker 1 (horizontal) to speaker 3 (vertical)

	A	B	C	D	E	G	H	I	J	K	L	M	N	P
9: Shut Out	1	8	11	10		6		1	6					1
Totals:	6	32	34	15	4	27	2	16	442	6	1	1	1	2

APPENDIX 22

SELECTED CONTINGENCY TABLES, PROBABILITIES AND CONDITIONAL PROBABILITIES (EXCEL) FOR RELATIONAL STAGES

EARLY STAGE PROBABILITY TABLE (P(A) = No Oberservations / Total Possible Observations)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
A: Seek Prop	0.0001	0.0001	0.0001	0	0	0	0.0001	0	0	0.0008	0	0	0	0	0	0	0
B: Prop Proc	0.0007	0.0001	0.0001	0.0005	0.0001	0	0.0001	0	0.0003	0.0062	0.0001	0	0.0001	0	0.0001	0	0
C: Prop U/S Co	0.0001	0.0003	0.0005	0.0001	0	0.0007	0.0005	0	0.0001	0.0058	0.0001	0	0	0	0	0	0
D: Prop S Cont	0.0003	0.0003	0.0001	0.0003	0	0.0018	0.0001	0	0	0.0037	0	0	0.0001	0	0	0	0
E: Building	0	0	0.0001	0.0003	0.0001	0	0	0	0.0001	0.0011	0	0	0	0	0	0	0
F: Conditional	0	0	0.0003	0.0005	0	0	0.0001	0.0001	0.0001	0.0003	0	0	0	0	0	0	0
G: Table U/S	0.0003	0.0011	0.0001	0	0	0.0004	0.0003	0	0.0001	0.007	0.0001	0	0	0	0.0003	0	0
H: Table Spec	0.0001	0	0.0001	0	0	0.0001	0	0	0	0.0004	0	0	0	0	0	0	0
I: Seek Reac/F	0	0.0007	0.0003	0.0001	0	0	0.0001	0	0	0.003	0	0	0	0	0	0	0
J: Support	0.0003	0.004	0.0042	0.0029	0.0007	0.0001	0.0045	0.0008	0.0036	0.0191	0.0004	0	0.0005	0	0.0011	0.0004	0
K: Disagree	0	0.0001	0.0003	0	0.0001	0	0.0001	0	0.0003	0.0009	0	0	0	0	0.0001	0	0
L	0.0001	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M: Feel Person	0	0	0	0	0	0	0	0	0	0.0013	0.0001	0	0	0	0.0001	0.0001	0
N: Feel Corpor	0	0	0	0	0	0	0	0	0	0.0003	0	0	0	0	0.0004	0	0
O	0.0001	0	0	0	0	0	0	0	0	0.0008	0.0001	0	0.0001	0	0.0005	0	0
P: Grat S/Prai	0	0	0	0	0	0	0.0001	0	0	0.0004	0	0	0	0	0	0.0001	0
Q	0.0001	0.0001	0.0001	0	0	0	0.0003	0	0.0008	0.0009	0.0001	0	0	0	0	0	0
R: Confirm/Agr	0	0.0001	0.0001	0.0003	0	0	0	0.0003	0.003	0.0037	0.0011	0	0.0001	0	0	0.0004	0
S: Clarity Tes	0.0003	0.0011	0.0012	0.0003	0	0	0.0008	0	0.0007	0.0059	0.0009	0	0.0001	0	0.0004	0.0003	0
T	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
V: Summary	0	0.0001	0.0001	0	0	0	0.0003	0	0	0.0036	0	0	0.0001	0	0	0	0
W: Seek Sitn/P	0	0.0008	0.0001	0	0	0	0.0004	0.0001	0.0005	0.0086	0.0004	0.0001	0	0.0001	0.0003	0	0
X: Sitn/Posn	0.0004	0.0021	0.002	0.0008	0.0003	0	0.0026	0.0004	0.003	0.1074	0.003	0	0.0008	0.0004	0.0009	0.0005	0.0003
Y: 'INY' Postu	0	0	0	0	0	0	0	0	0	0.0001	0	0	0	0	0	0	0
Z: 'YNM' Postu	0	0	0	0	0	0	0	0	0	0.0013	0.0001	0	0	0	0	0	0
ZER	0	0	0	0	0	0	0	0	0	0.0001	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0.0001	0	0	0.0004	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0.0001	0	0	0	0	0	0	0
4	0	0.0001	0	0.0001	0.0001	0	0	0	0	0.0015	0	0	0	0	0	0	0
5: Justificati	0.0003	0.0018	0.0026	0.0024	0.0004	0	0.0036	0.0012	0.0007	0.024	0.0004	0	0.0007	0.0003	0.0001	0.0001	0
6	0	0.0001	0	0	0	0	0	0	0	0.0005	0	0	0	0	0	0	0
7: Give Other	0	0.0001	0	0	0	0	0	0	0.0001	0.0028	0.0001	0	0	0	0	0	0
8: Label	0.0001	0.0003	0.0003	0.0003	0.0003	0	0.0005	0	0	0.0009	0.0001	0	0	0	0	0	0
9	0.0001	0.0015	0.0024	0.0026	0	0	0.0036	0	0.0005	0.0069	0.0007	0	0.0001	0.0003	0	0	0

R	S	T	U	V	W	X	Y	Z	0	1	2	3	4	5	6	7	8	9
0.0004	0	0	0	0	0.0001	0.0012	0	0	0	0	0	0	0	0.0003	0	0	0	0
0.0011	0	0	0	0	0.0001	0.0033	0	0	0	0	0	0	0	0.0009	0	0.0004	0.0001	0.0001
0.0004	0.0011	0	0	0.0001	0	0.0028	0	0	0	0	0	0	0	0.0021	0	0	0	0.0005
0.0007	0	0	0	0.0001	0	0.0028	0	0	0	0	0	0	0.0001	0.0008	0	0.0001	0	0.0001
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0001	0	0	0	0.0003
0.0004	0	0	0	0	0	0.0005	0	0	0	0	0	0	0	0.0008	0	0	0	0
0.0016	0.0005	0	0	0.0004	0.0001	0.004	0.0001	0	0	0	0	0	0	0.0017	0	0	0	0.0001
0.0009	0.0001	0	0	0	0	0.0008	0	0	0	0	0	0	0	0.0003	0	0	0	0
0.0007	0.0003	0	0	0.0001	0.0003	0.0058	0	0.0001	0	0	0	0	0	0.0021	0.0001	0	0	0.0001
0.0079	0.0016	0.0001	0.0001	0.0015	0.0018	0.0457	0	0.0004	0	0	0.0001	0	0.0003	0.0115	0.0005	0.003	0	0.1032
0.0001	0.0033	0	0	0	0.0005	0.0008	0	0	0	0	0	0	0	0.0005	0	0.0001	0.0005	0.0001
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0.0001	0	0	0	0	0	0.0003	0	0	0	0	0	0	0	0.0008	0	0	0	0.0001
0	0	0	0	0	0.0001	0.0004	0	0	0.0001	0	0	0	0	0.0003	0	0	0	0
0.0001	0.0003	0	0	0	0.0003	0.0013	0	0	0	0	0	0	0	0.0003	0	0	0	0
0.0001	0.0003	0	0	0	0.0001	0.0007	0	0	0	0	0	0	0	0.0001	0	0	0	0
0.0007	0.0033	0	0	0	0.0003	0.0029	0	0	0	0	0	0	0	0.0005	0	0	0	0
0.0053	0.0309	0	0	0	0.0015	0.012	0	0	0	0	0	0	0.0003	0.0034	0	0.0003	0	0.0057
0.0075	0.002	0.0001	0.0001	0.0003	0.0025	0.0218	0	0	0	0.0001	0	0	0	0.0038	0	0	0.0004	0.0033
0	0	0	0	0	0.0001	0.0004	0	0	0	0	0	0	0	0	0	0	0	0.0001
0	0	0	0	0	0	0	0	0.0001	0	0	0	0	0	0.0001	0	0	0	0
0.0003	0	0	0	0	0.0001	0.0032	0	0	0	0	0	0	0	0.0003	0	0.0001	0.0001	0
0.0079	0.0017	0	0	0.0001	0.0032	0.0213	0	0	0.0001	0	0.0001	0.0001	0	0.0041	0.0003	0.0003	0.0008	0.0015
0.0211	0.011	0.0001	0	0.0004	0.0197	0.0315	0	0.0005	0	0	0.0001	0.0004	0.0004	0.0193	0.0003	0.0003	0.0007	0.0147
0	0	0	0	0	0	0.0001	0	0.0001	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0.0008	0	0	0	0	0	0	0	0	0	0	0	0.0001
0.0001	0	0	0	0	0	0.0001	0	0	0	0	0	0	0	0	0	0	0	0
0.0001	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0003	0	0	0.0001	0
0	0	0	0	0	0	0.0001	0	0	0	0	0	0	0	0.0001	0	0	0	0.0001
0.0012	0.0003	0	0	0	0.0003	0.0008	0	0	0	0	0	0	0	0.0001	0	0	0	0
0.0037	0.0005	0	0	0.0001	0.0016	0.0249	0.0001	0.0004	0	0	0.0001	0	0.0001	0.0007	0.0001	0.0008	0	0.0025
0.0007	0	0	0	0	0	0.0007	0	0	0	0	0	0	0	0.0001	0.0008	0.0028	0	0
0.0001	0.0001	0	0	0	0.0001	0.0004	0	0	0	0	0	0	0	0.0001	0.0026	0.0045	0	0
0.0021	0.0005	0	0	0	0.0001	0.0026	0	0	0	0	0	0	0	0.0007	0	0	0	0.0003
0.0051	0.0038	0.0001	0.0001	0.0015	0.0028	0.0723	0.0001	0.0007	0	0	0.0004	0.0001	0.0001	0.0203	0	0	0	0.0003

EARLY STAGE CONDITIONAL PROBABILITY TABLE (P(B/A) = No (B) / Total Observations of (A))

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
A: Seek Prop	0.0385	0.0088	0.0086	0	0	0	0.0072	0	0	0.0036	0	0	0	0	0	0	0
B: Prop Proc	0.1923	0.0088	0.0086	0.046	0.0625	0	0.0072	0	0.0189	0.0282	0.0164	0	0.0455	0	0.0303	0	0
C: Prop U/S Co	0.0385	0.0177	0.0345	0.0115	0	0.2083	0.0288	0	0.0094	0.0264	0.0164	0	0	0	0	0	0
D: Prop S Cont	0.0769	0.0177	0.0086	0.023	0	0.5833	0.0072	0	0	0.0168	0	0	0.0455	0	0	0	0
E: Building	0	0	0.0086	0.023	0.0625	0	0	0	0.0094	0.0048	0	0	0	0	0	0	0
F: Conditional	0	0	0.0172	0.046	0	0	0.0072	0.0455	0.0094	0.0012	0	0	0	0	0	0	0
G: Table U/S	0.0769	0.0708	0.0086	0	0	0.125	0.0144	0	0.0094	0.0318	0.0164	0	0	0	0.0606	0	0
H: Table Spec	0.0385	0	0.0086	0	0	0.0417	0	0	0	0.0018	0	0	0	0	0	0	0
I: Seek Reac/F	0	0.0442	0.0172	0.0115	0	0	0.0072	0	0	0.0138	0	0	0	0	0	0	0
J: Support	0.0769	0.2655	0.2759	0.2529	0.3125	0.0417	0.2446	0.2727	0.2547	0.087	0.0492	0	0.1818	0	0.2424	0.2	0
K: Disagree	0	0.0088	0.0172	0	0.0625	0	0.0072	0	0.0189	0.0042	0	0	0	0	0.0303	0	0
L	0.0385	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M: Feel Person	0	0	0	0	0	0	0	0	0	0.006	0.0164	0	0	0	0.0303	0.0667	0
N: Feel Corpor	0	0	0	0	0	0	0	0	0	0.0012	0	0	0	0	0.0909	0	0
O	0.0385	0	0	0	0	0	0	0	0	0.0036	0.0164	0	0.0455	0	0.1212	0	0
P: Grat S/Prai	0	0	0	0	0	0	0.0072	0	0	0.0018	0	0	0	0	0	0.0667	0
Q	0.0385	0.0088	0.0086	0	0	0	0.0144	0	0.0566	0.0042	0.0164	0	0	0	0	0	0
R: Confirm/Agr	0	0.0088	0.0086	0.023	0	0	0	0.0909	0.217	0.0168	0.1311	0	0.0455	0	0	0.2	0
S: Clarity Tes	0.0769	0.0708	0.0776	0.023	0	0	0.0432	0	0.0472	0.027	0.1148	0	0.0455	0	0.0909	0.1333	0
T	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
V: Summary	0	0.0088	0.0086	0	0	0	0.0144	0	0	0.0162	0	0	0.0455	0	0	0	0
W: Seek Sitn/P	0	0.0531	0.0086	0	0	0	0.0216	0.0455	0.0377	0.039	0.0492	1	0	0.125	0.0606	0	0
X: Sitn/Posn	0.1154	0.1416	0.1293	0.069	0.125	0	0.1439	0.1364	0.217	0.4886	0.377	0	0.2727	0.375	0.2121	0.2667	1
Y: 'INY' Postu	0	0	0	0	0	0	0	0	0	0.0006	0	0	0	0	0	0	0
Z: 'YNM' Postu	0	0	0	0	0	0	0	0	0	0.006	0.0164	0	0	0	0	0	0
ZER	0	0	0	0	0	0	0	0	0	0.0006	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0.0072	0	0	0.0018	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0.0006	0	0	0	0	0	0	0
4	0	0.0088	0	0.0115	0.0625	0	0	0	0	0.0066	0	0	0	0	0	0	0
5: Justificati	0.0769	0.1239	0.1724	0.2069	0.1875	0	0.1942	0.4091	0.0472	0.1092	0.0492	0	0.2273	0.25	0.0303	0.0667	0
6	0	0.0088	0	0	0	0	0	0	0	0.0024	0	0	0	0	0	0	0
7: Give Other	0	0.0088	0	0	0	0	0	0	0.0094	0.0126	0.0164	0	0	0	0	0	0
8: Label	0.0385	0.0177	0.0172	0.023	0.125	0	0.0288	0	0	0.0042	0.0164	0	0	0	0	0	0
9	0.0385	0.0973	0.1552	0.2299	0	0	0.1942	0	0.0377	0.0312	0.082	0	0.0455	0.25	0	0	0

R	S	T	U	V	W	X	Y	Z	0	1	2	3	4	5	6	7	8	9
0.0056	0	0	0	0	0.0037	0.0045	0	0	0	0	0	0	0	0.0034	0	0	0	0
0.015	0	0	0	0	0.0037	0.0124	0	0	0	0	0	0	0	0.0121	0	0.0313	0.0476	0.001
0.0056	0.0172	0	0	0.0286	0	0.0104	0	0	0	0	0	0	0	0.0276	0	0	0	0.004
0.0094	0	0	0	0.0286	0	0.0104	0	0	0	0	0	0	0.1	0.0103	0	0.0104	0	0.001
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0017	0	0	0	0.002
0.0056	0	0	0	0	0	0.002	0	0	0	0	0	0	0	0.0103	0	0	0	0
0.0225	0.0086	0	0	0.0857	0.0037	0.0149	0.3333	0	0	0	0	0	0	0.0224	0	0	0	0.001
0.0131	0.0021	0	0	0	0	0.003	0	0	0	0	0	0	0	0.0034	0	0	0	0
0.0094	0.0043	0	0	0.0286	0.0074	0.0218	0	0.0556	0	0	0	0	0	0.0276	0.0278	0	0	0.001
0.1124	0.0258	0.25	0.3333	0.3143	0.0517	0.1715	0	0.1667	0	0	0.1429	0	0.2	0.15	0.1111	0.2396	0	0.7743
0.0019	0.0536	0	0	0	0.0148	0.003	0	0	0	0	0	0	0	0.0069	0	0.0104	0.1905	0.001
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0.0019	0	0	0	0	0	0.001	0	0	0	0	0	0	0	0.0103	0	0	0	0.001
0	0	0	0	0	0.0037	0.0015	0	0	0.5	0	0	0	0	0.0034	0	0	0	0
0.0019	0.0043	0	0	0	0.0074	0.005	0	0	0	0	0	0	0	0.0034	0	0	0	0
0.0019	0.0043	0	0	0	0.0037	0.0025	0	0	0	0	0	0	0	0.0017	0	0	0	0
0.0094	0.0536	0	0	0	0.0074	0.0109	0	0	0	0	0	0	0	0.0069	0	0	0	0
0.0749	0.5021	0	0	0	0.0406	0.0451	0	0	0	0	0	0	0.2	0.0448	0	0.0208	0	0.0426
0.1067	0.0322	0.25	0.3333	0.0571	0.0701	0.0818	0	0	0	1	0	0	0	0.05	0	0	0.1429	0.0248
0	0	0	0	0	0.0037	0.0015	0	0	0	0	0	0	0	0	0	0	0	0.001
0	0	0	0	0	0	0	0	0.0556	0	0	0	0	0	0.0017	0	0	0	0
0.0037	0	0	0	0	0.0037	0.0119	0	0	0	0	0	0	0	0.0034	0	0.0104	0.0476	0
0.1124	0.0279	0	0	0.0286	0.0886	0.0798	0	0	0.5	0	0.1429	0.2	0	0.0534	0.0556	0.0208	0.2857	0.0109
0.2996	0.1781	0.25	0	0.0857	0.5498	0.1185	0	0.2222	0	0	0.1429	0.6	0.3	0.2517	0.0556	0.0208	0.2381	0.1099
0	0	0	0	0	0	0.0005	0	0.0556	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0.003	0	0	0	0	0	0	0	0	0	0	0	0.001
0.0019	0	0	0	0	0	0.0005	0	0	0	0	0	0	0	0	0	0	0	0
0.0019	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0034	0	0	0.0476	0
0	0	0	0	0	0	0.0005	0	0	0	0	0	0	0	0.0017	0	0	0	0.001
0.0169	0.0043	0	0	0	0.0074	0.003	0	0	0	0	0	0	0	0.0017	0	0	0	0
0.0524	0.0086	0	0	0.0286	0.0443	0.0937	0.3333	0.1667	0	0	0.1429	0	0.1	0.0086	0.0278	0.0625	0	0.0188
0.0094	0	0	0	0	0	0.0025	0	0	0	0	0	0	0	0.0017	0.1667	0.2188	0	0
0.0019	0.0021	0	0	0	0.0037	0.0015	0	0	0	0	0	0	0	0.0017	0.5556	0.3542	0	0
0.03	0.0086	0	0	0	0.0037	0.0099	0	0	0	0	0	0	0	0.0086	0	0	0	0.002
0.073	0.0622	0.25	0.3333	0.3143	0.0775	0.2717	0.3333	0.2778	0	0	0.4286	0.2	0.1	0.2655	0	0	0	0.002

MID STAGE PROBABILITY TABLE (P(A) = No Oberservations / Total Possible Observations)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
A: Seek Prop	0.0004	0	0.0007	0	0	0	0.0004	0	0	0.0015	0	0	0	0	0	0	0
B: Prop Proc	0.0004	0.0004	0.0007	0	0	0	0.0004	0.0004	0.0004	0.0075	0.0004	0	0	0	0.0004	0	0
C: Prop U/S Co	0.0007	0	0.0004	0.0004	0	0.0022	0.0011	0	0.0007	0.0063	0	0	0	0.0004	0	0	0.0004
D: Prop S Cont	0.0004	0.0004	0.0007	0.0007	0	0.0019	0	0	0	0.0034	0	0	0	0	0	0	0
E: Building	0	0	0	0	0	0	0	0	0	0.0019	0	0	0	0	0	0	0
F: Conditional	0	0	0.0019	0.0007	0	0	0.0004	0.0004	0	0.0004	0	0	0	0	0	0	0
G: Table U/S	0.0004	0.0022	0	0	0	0.0004	0.0019	0	0.0004	0.0078	0	0	0	0	0	0	0.0004
H: Table Spec	0.0004	0	0.0004	0	0.0004	0.0011	0.0004	0.0004	0	0.0007	0.0004	0	0	0	0	0	0
I: Seek Reac/F	0.0004	0.0007	0.0015	0.0004	0	0	0.0007	0.0004	0	0.0041	0.0007	0	0.0004	0	0.0004	0	0
J: Support	0.0004	0.0067	0.0071	0.0022	0.0034	0	0.0078	0.0019	0.0052	0.0205	0.0007	0.0004	0.0004	0.0004	0.0007	0.0004	0.0004
K: Disagree	0.0004	0.0004	0	0	0	0	0	0.0004	0.0011	0	0	0.0004	0.0004	0	0	0	0
L	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M: Feel Person	0	0	0.0004	0	0	0	0	0	0.0004	0.0007	0.0004	0	0	0.0004	0	0	0
N: Feel Corpor	0	0	0	0	0	0	0	0	0	0.0004	0	0	0	0	0	0	0
O	0	0	0	0.0004	0	0	0	0	0	0.0007	0	0	0	0	0	0	0
P: Grat S/Prai	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Q	0	0	0	0	0	0	0	0	0	0.0011	0	0	0	0	0	0	0.0004
R: Confirm/Agr	0.0004	0.0011	0.0011	0	0	0	0.0011	0.0004	0.003	0.0034	0.0004	0	0	0	0	0	0
S: Clarity Tes	0.0019	0	0.0011	0	0.0004	0	0.0011	0.0011	0.0007	0.0056	0.0004	0	0	0	0	0	0
T	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
V: Summary	0	0.0004	0.0004	0	0	0	0.0007	0.0004	0.0004	0.0082	0.0004	0	0	0	0	0	0
W: Seek Sitn/P	0	0.0007	0	0.0015	0	0	0	0	0.0015	0.0052	0.0004	0	0.0004	0.0004	0	0.0007	0
X: Sitn/Posn	0	0.003	0.0034	0.0022	0.0011	0	0.0026	0.0004	0.0067	0.0838	0.0045	0.0004	0.0037	0.0004	0	0	0.0011
Y: 'INY' Postu	0	0	0	0	0	0	0	0	0	0.0007	0	0	0	0	0	0	0
Z: 'YNM' Postu	0	0	0	0	0	0	0	0	0	0.0015	0	0	0	0	0	0	0
ZER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0.0004	0	0	0	0	0	0	0	0
3	0	0	0	0.0004	0	0	0	0	0	0.0011	0	0	0.0004	0	0	0	0
4	0	0	0.0004	0	0	0	0	0	0	0.0004	0	0	0	0	0	0	0
5: Justificati	0.0011	0.0037	0.0056	0.0045	0.0004	0	0.0071	0.0019	0.0019	0.0209	0.0011	0	0.0007	0	0	0	0.0004
6	0	0	0	0	0	0	0	0	0	0.0015	0	0	0	0	0	0	0
7: Give Other	0	0	0	0	0	0	0	0	0	0.0007	0	0	0	0	0	0	0
8: Label	0	0.0004	0	0	0	0	0.0004	0	0.0007	0.0007	0	0	0	0	0	0	0
9	0.0004	0.0004	0.003	0.0007	0.0007	0	0.0056	0.0007	0	0.0123	0	0	0.0004	0	0	0	0.0004

R	S	T	U	V	W	X	Y	Z	0	1	2	3	4	5	6	7	8	9
0.0004	0	0	0	0	0	0.0022	0.0004	0	0	0	0	0	0	0.0007	0	0.0004	0	0.0004
0.0015	0	0	0	0.0015	0	0.0045	0	0	0	0	0	0	0	0.0004	0	0	0.0007	0.0007
0.0019	0.0007	0	0	0	0	0.006	0	0.0004	0	0	0.0004	0	0	0.0052	0	0	0	0.0015
0.0007	0.0004	0	0	0	0	0.0041	0	0	0	0	0	0	0	0.0011	0	0	0	0.0004
0	0	0	0	0	0.0004	0.0026	0	0	0	0	0	0	0	0.0007	0	0	0	0.0007
0	0	0	0	0	0	0.0007	0	0	0	0	0	0	0	0.0011	0	0	0	0
0.0019	0	0	0	0	0.0004	0.0071	0	0	0	0	0	0.0004	0	0.0067	0	0	0	0.0019
0.0004	0	0	0	0	0	0.0015	0	0	0	0	0	0	0	0.0019	0	0	0	0.0007
0.0011	0.0004	0	0	0.0011	0.0004	0.006	0	0	0	0	0	0	0	0.0041	0	0	0	0.0007
0.0063	0.0011	0	0	0.0052	0.0019	0.0663	0.0004	0	0.0004	0	0.0004	0.0004	0.0004	0.0231	0.0011	0.0007	0	0.038
0.0004	0.0026	0	0	0	0.0004	0.0015	0	0	0	0	0	0	0	0	0	0	0.0011	0.0007
0.0004	0	0	0	0.0004	0	0	0	0	0	0	0.0004	0	0	0	0	0	0	0
0.0015	0	0	0	0	0	0.0019	0	0	0	0	0	0.0004	0	0.0004	0	0	0	0.0004
0.0004	0	0	0	0	0.0004	0.0007	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0.0004	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0.0004	0.0007	0	0	0	0	0	0	0	0	0	0	0	0
0.0004	0	0	0	0	0	0.0007	0	0	0	0	0	0	0	0.0007	0	0	0	0
0.003	0.0238	0	0	0.0004	0.0007	0.0104	0	0	0	0	0.0007	0.0004	0	0.0037	0	0	0	0.0127
0.0037	0.0019	0	0	0	0.003	0.0156	0	0	0	0	0	0	0	0.0019	0	0	0	0.0037
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0.0004	0	0	0	0	0	0.0007	0	0	0	0	0	0	0	0.0004	0	0.0004	0.0007	0.0011
0.0022	0	0	0	0	0.0004	0.013	0	0	0	0	0	0.0004	0	0.0045	0	0	0.0007	0.0019
0.0235	0.0063	0	0	0.0007	0.0224	0.0365	0.0011	0.0011	0.0007	0	0.0004	0.0011	0	0.0205	0	0	0	0.0227
0	0	0	0	0	0	0.0011	0	0.0004	0	0	0	0	0	0.0011	0	0	0	0
0	0	0	0	0	0	0.0007	0.0011	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0.0011	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0.0011	0	0	0	0	0	0.0004	0	0	0	0	0.0007	0	0	0.0007	0	0	0	0
0	0	0	0	0	0.0004	0.0007	0	0	0	0	0	0	0	0.0007	0	0	0	0
0	0	0	0	0	0	0.0004	0	0	0	0	0	0	0	0.0004	0	0	0	0
0.0037	0.0019	0	0	0.0015	0.0011	0.0253	0	0.0015	0	0	0.0004	0	0.0011	0.0007	0	0	0	0.0078
0	0	0	0	0	0	0.0004	0	0	0	0	0	0	0	0	0	0.0011	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0019	0.0011	0	0
0.0004	0	0	0	0	0	0.0007	0	0	0	0	0	0	0	0	0	0	0	0
0.0115	0.0034	0	0	0.0037	0.0022	0.0361	0.0004	0	0	0	0	0.0007	0	0.0134	0	0	0	0

MID STAGE CONDITIONAL PROBABILITY TABLE (P(B/A) = No (B) / Total Observations of (A))

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
A: Seek Prop	0.05	0	0.026	0	0	0	0.0118	0	0	0.0073	0	0	0	0	0	0	0
B: Prop Proc	0.05	0.0182	0.026	0	0	0	0.0118	0.0435	0.0159	0.0367	0.0385	0	0	0	0.25	0	0
C: Prop U/S Co	0.1	0	0.013	0.0263	0	0.4	0.0353	0	0.0317	0.0312	0	0	0	0.2	0	0	0.1111
D: Prop S Cont	0.05	0.0182	0.026	0.0526	0	0.3333	0	0	0	0.0165	0	0	0	0	0	0	0
E: Building	0	0	0	0	0	0	0	0	0	0.0092	0	0	0	0	0	0	0
F: Conditional	0	0	0.0649	0.0526	0	0	0.0118	0.0435	0	0.0018	0	0	0	0	0	0	0
G: Table U/S	0.05	0.1091	0	0	0	0.0667	0.0588	0	0.0159	0.0385	0	0	0	0	0	0	0.1111
H: Table Spec	0.05	0	0.013	0	0.0588	0.2	0.0118	0.0435	0	0.0037	0.0385	0	0	0	0	0	0
I: Seek Reac/F	0.05	0.0364	0.0519	0.0263	0	0	0.0235	0.0435	0	0.0202	0.0769	0	0.0556	0	0.25	0	0
J: Support	0.05	0.3273	0.2468	0.1579	0.5294	0	0.2471	0.2174	0.2222	0.1009	0.0769	0.3333	0.0556	0.2	0.5	0.3333	0.1111
K: Disagree	0.05	0.0182	0	0	0	0	0	0.0435	0.0476	0	0	0.3333	0.0556	0	0	0	0
L	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M: Feel Person	0	0	0.013	0	0	0	0	0	0.0159	0.0037	0.0385	0	0	0.2	0	0	0
N: Feel Corpor	0	0	0	0	0	0	0	0	0	0.0018	0	0	0	0	0	0	0
O	0	0	0	0.0263	0	0	0	0	0	0.0037	0	0	0	0	0	0	0
P: Grat S/Prai	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Q	0	0	0	0	0	0	0	0	0	0.0055	0	0	0	0	0	0	0.1111
R: Confirm/Agr	0.05	0.0545	0.039	0	0	0	0.0353	0.0435	0.127	0.0165	0.0385	0	0	0	0	0	0
S: Clarity Tes	0.25	0	0.039	0	0.0588	0	0.0353	0.1304	0.0317	0.0275	0.0385	0	0	0	0	0	0
T	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
V: Summary	0	0.0182	0.013	0	0	0	0.0235	0.0435	0.0159	0.0404	0.0385	0	0	0	0	0	0
W: Seek Sitn/P	0	0.0364	0	0.1053	0	0	0	0	0.0635	0.0257	0.0385	0	0.0556	0.2	0	0.6667	0
X: Sitn/Posn	0	0.1455	0.1169	0.1579	0.1765	0	0.0824	0.0435	0.2857	0.4128	0.4615	0.3333	0.5556	0.2	0	0	0.3333
Y: 'INY' Postu	0	0	0	0	0	0	0	0	0	0.0037	0	0	0	0	0	0	0
Z: 'YNM' Postu	0	0	0	0	0	0	0	0	0	0.0073	0	0	0	0	0	0	0
ZER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0.0159	0	0	0	0	0	0	0	0
3	0	0	0	0.0263	0	0	0	0	0	0.0055	0	0	0.0556	0	0	0	0
4	0	0	0.013	0	0	0	0	0	0	0.0018	0	0	0	0	0	0	0
5: Justificati	0.15	0.1818	0.1948	0.3158	0.0588	0	0.2235	0.2174	0.0794	0.1028	0.1154	0	0.1111	0	0	0	0.1111
6	0	0	0	0	0	0	0	0	0	0.0073	0	0	0	0	0	0	0
7: Give Other	0	0	0	0	0	0	0	0	0	0.0037	0	0	0	0	0	0	0
8: Label	0	0.0182	0	0	0	0	0.0118	0	0.0317	0.0037	0	0	0	0	0	0	0
9	0.05	0.0182	0.1039	0.0526	0.1176	0	0.1765	0.087	0	0.0606	0	0	0.0556	0	0	0	0.1111

R	S	T	U	V	W	X	Y	Z	0	1	2	3	4	5	6	7	8	9
0.0056	0	0	0	0	0	0.0089	0.1111	0	0	0	0	0	0	0.0079	0	0.1	0	0.0039
0.0223	0	0	0	0.1026	0	0.0179	0	0	0	0	0	0	0	0.004	0	0	0.2222	0.0078
0.0279	0.0175	0	0	0	0	0.0238	0	0.1111	0	0	0.1111	0	0	0.0553	0	0	0	0.0155
0.0112	0.0088	0	0	0	0	0.0164	0	0	0	0	0	0	0	0.0119	0	0	0	0.0039
0	0	0	0	0	0.0109	0.0104	0	0	0	0	0	0	0	0.0079	0	0	0	0.0078
0	0	0	0	0	0	0.003	0	0	0	0	0	0	0	0.0119	0	0	0	0
0.0279	0	0	0	0	0.0109	0.0283	0	0	0	0	0	0.1	0	0.0711	0	0	0	0.0194
0.0056	0	0	0	0	0	0.006	0	0	0	0	0	0	0	0.0198	0	0	0	0.0078
0.0168	0.0088	0	0	0.0769	0.0109	0.0238	0	0	0	0	0	0	0	0.0435	0	0	0	0.0078
0.095	0.0263	0	0	0.359	0.0543	0.2649	0.1111	0	0.3333	0	0.1111	0.1	0.25	0.2451	0.375	0.2	0	0.3953
0.0056	0.0614	0	0	0	0.0109	0.006	0	0	0	0	0	0	0	0	0	0	0.3333	0.0078
0.0056	0	0	0	0.0256	0	0	0	0	0	0	0.1111	0	0	0	0	0	0	0
0.0223	0	0	0	0	0	0.0074	0	0	0	0	0	0.1	0	0.004	0	0	0	0.0039
0.0056	0	0	0	0	0.0109	0.003	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0.0015	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0.0109	0.003	0	0	0	0	0	0	0	0	0	0	0	0
0.0056	0	0	0	0	0	0.003	0	0	0	0	0	0	0	0.0079	0	0	0	0
0.0447	0.5614	0	0	0.0256	0.0217	0.0417	0	0	0	0	0.2222	0.1	0	0.0395	0	0	0	0.1318
0.0559	0.0439	0	0	0	0.087	0.0625	0	0	0	0	0	0	0	0.0198	0	0	0	0.0388
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0.0056	0	0	0	0	0	0.003	0	0	0	0	0	0	0	0.004	0	0.1	0.2222	0.0116
0.0335	0	0	0	0	0.0109	0.0521	0	0	0	0	0	0.1	0	0.0474	0	0	0.2222	0.0194
0.352	0.1491	0	0	0.0513	0.6522	0.1458	0.3333	0.3333	0.6667	0	0.1111	0.3	0	0.2174	0	0	0	0.2364
0	0	0	0	0	0	0.0045	0	0.1111	0	0	0	0	0	0.0119	0	0	0	0
0	0	0	0	0	0	0.003	0.3333	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0.0045	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0.0168	0	0	0	0	0	0.0015	0	0	0	0	0.2222	0	0	0.0079	0	0	0	0
0	0	0	0	0	0.0109	0.003	0	0	0	0	0	0	0	0.0079	0	0	0	0
0	0	0	0	0	0	0.0015	0	0	0	0	0	0	0	0.004	0	0	0	0
0.0559	0.0439	0	0	0.1026	0.0326	0.1012	0	0.4444	0	0	0.1111	0	0.75	0.0079	0	0	0	0.0814
0	0	0	0	0	0	0.0015	0	0	0	0	0	0	0	0	0	0.3	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.625	0.3	0	0
0.0056	0	0	0	0	0	0.003	0	0	0	0	0	0	0	0	0	0	0	0
0.1732	0.0789	0	0	0.2564	0.0652	0.1443	0.1111	0	0	0	0	0.2	0	0.1423	0	0	0	0

PARTNER STAGE PROBABILITY TABLE (P(A) = No Oberservations / Total Possible Observations)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
A: Seek Prop	0	0.0003	0	0	0	0	0	0	0	0.0022	0	0	0	0	0	0	0	0.0003
B: Prop Proc	0.0009	0.0016	0.0016	0	0.0003	0	0.0006	0.0003	0.0006	0.0137	0.0003	0	0.0006	0	0	0	0	0.0009
C: Prop U/S Co	0.0006	0.0003	0.0009	0	0	0.0003	0	0	0.0006	0.0134	0.0003	0	0.0003	0	0	0	0	0.0034
D: Prop S Cont	0	0.0003	0.0003	0	0	0.0006	0	0	0	0.0062	0.0006	0	0	0.0003	0	0	0	0.0006
E: Building	0	0	0	0	0.0003	0	0	0	0	0.0016	0	0	0	0	0	0	0	0.0009
F: Conditional	0	0	0	0	0	0	0	0	0	0.0003	0	0	0	0	0	0	0	0
G: Table U/S	0	0.0022	0	0	0	0	0.0009	0	0	0.0084	0	0	0.0003	0.0003	0	0	0	0.0006
H: Table Spec	0.0003	0	0	0	0	0	0	0.0006	0	0.0009	0	0	0	0	0	0	0	0
I: Seek Reac/F	0.0003	0.0009	0.0012	0	0	0	0.0003	0	0	0.0016	0	0	0	0	0	0	0	0
J: Support	0.0006	0.0121	0.0096	0.0025	0.0019	0	0.0059	0.0003	0.0016	0.0152	0.0006	0	0.0003	0	0.0006	0	0	0.0093
K: Disagree	0	0	0.0009	0.0009	0	0	0.0003	0	0	0	0	0	0	0	0	0	0	0
L	0	0	0	0.0003	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M: Feel Person	0	0.0003	0	0	0	0	0.0003	0	0	0.0012	0	0	0	0	0	0	0	0.0003
N: Feel Corpor	0	0	0	0	0	0	0	0	0	0.0006	0	0	0	0	0	0	0	0
O	0	0	0.0003	0	0	0	0	0	0	0	0	0	0	0	0.0003	0	0	0
P: Grat S/Prai	0	0	0	0	0	0	0	0	0	0.0003	0	0	0	0	0	0	0	0
Q	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
R: Confirm/Agr	0.0003	0.0025	0.0025	0.0009	0.0006	0	0.0019	0	0.0022	0.0044	0	0.0003	0.0006	0	0	0	0	0.0047
S: Clarity Tes	0	0.0006	0.0016	0.0003	0.0003	0	0.0003	0	0.0003	0.0031	0.0006	0	0	0	0	0	0	0.0081
T	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U	0	0	0	0	0	0	0	0	0	0.0003	0	0	0	0	0	0	0	0
V: Summary	0	0	0	0	0	0	0.0003	0	0	0.0031	0	0	0	0	0	0	0	0.0009
W: Seek Sitn/P	0.0003	0.0009	0.0006	0	0	0	0.0006	0	0	0.0037	0	0	0	0	0	0	0	0.0034
X: Sitn/Posn	0.0016	0.0016	0.0028	0.0012	0.0003	0	0.0031	0.0006	0.0022	0.1098	0.0022	0	0.0012	0.0003	0	0.0003	0	0.0211
Y: 'INY' Postu	0	0	0	0	0	0	0	0	0	0.0006	0	0	0	0	0	0	0	0
Z: 'YNM' Postu	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ZER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0.0003	0	0	0	0.0003	0	0	0.0006	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0.0019	0	0	0	0	0	0	0	0.0003
4	0	0	0	0	0	0	0	0	0	0.0006	0	0	0	0	0	0	0	0.0003
5: Justificati	0.0003	0.0028	0.0062	0.0025	0.0006	0	0.0034	0.0003	0	0.0246	0.0016	0	0.0012	0	0	0.0003	0	0.0031
6	0	0.0003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7: Give Other	0	0	0	0	0	0	0	0	0	0.0006	0	0	0	0	0	0	0	0.0006
8: Label	0	0	0	0	0	0	0.0003	0	0	0.0003	0	0	0	0	0	0	0	0
9	0.0006	0.0065	0.0056	0.0056	0.0003	0	0.005	0.0006	0.0006	0.0065	0.0003	0	0	0	0	0.0003	0	0.0016

S	T	U	V	W	X	Y	Z		0	1	2	3	4	5	6	7	8	9
0	0	0	0	0.0003	0.0022	0	0	0	0	0	0	0	0.0003	0	0	0	0	
0.0006	0	0	0	0	0.0059	0	0	0	0	0	0	0.0006	0.0016	0	0.0006	0	0.0022	
0.0006	0	0	0	0.0006	0.0087	0	0	0	0	0.0003	0	0	0.0037	0	0	0	0.0003	
0	0	0	0	0	0.0025	0	0	0	0	0	0	0	0.0025	0	0	0	0.0003	
0	0	0	0	0	0.0016	0	0	0	0	0	0	0	0.0003	0	0	0	0	
0	0	0	0	0	0.0003	0	0	0	0	0	0	0	0.0003	0	0	0	0	
0.0006	0	0	0	0.0003	0.0081	0	0	0	0	0	0	0	0.0019	0	0	0	0	
0	0	0	0	0	0.0003	0.0003	0	0	0	0	0	0	0	0	0	0	0.0003	
0	0	0	0.0006	0	0.0025	0	0	0	0	0.0003	0	0	0	0	0	0	0.0003	
0	0	0	0.0019	0.0012	0.0376	0	0	0	0	0.0006	0.0006	0	0.0146	0	0.0003	0	0.1085	
0.0012	0	0	0	0	0.0012	0.0003	0	0	0	0	0	0	0.0006	0	0	0	0.0009	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0.0003	0	0	0	0	0.0016	0	0	0	0	0	0	0	0.0006	0	0	0	0	
0	0	0	0	0	0.0003	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0.0003	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0.0006	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0.019	0	0	0.0009	0.0022	0.0143	0	0	0	0	0.0003	0.0009	0	0.0022	0	0.0003	0	0	
0.0003	0	0	0.0003	0.0009	0.009	0	0	0	0	0	0	0	0.0022	0	0	0.0003	0.0016	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0.0003	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0.0003	0	0	0	0	
0.0009	0	0	0	0.0003	0.0112	0	0	0	0	0	0.0003	0	0.0028	0	0	0	0.0006	
0.0059	0	0.0003	0	0.0174	0.0482	0.0003	0	0	0	0.0003	0.0003	0.0012	0.0286	0	0.0006	0.0006	0.019	
0	0	0	0	0	0.0006	0	0	0	0	0	0	0.0003	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0.0009	0	0	0	0	0.0006	0	0	0.0003	0	0	0	0	
0	0	0	0	0	0.0009	0	0	0	0	0.0003	0	0	0.0003	0	0	0	0	
0	0	0	0	0	0.0012	0	0	0	0	0	0	0	0	0	0	0	0	
0.0003	0	0.0003	0.0003	0.0003	0.0367	0.0003	0	0	0	0.0003	0.0006	0	0.0009	0	0	0.0003	0.0009	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0003	0	0	
0	0	0	0	0	0.0006	0	0	0	0	0	0	0	0	0.0006	0.0009	0	0	
0	0	0	0	0	0.0006	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0.0006	0.0019	0.0731	0.0003	0	0	0	0	0.0012	0	0.0243	0	0	0	0	

PARTNER STAGE CONDITIONAL PROBABILITY TABLE (P(B/A) = No (B) / Total Observations of (A))

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
A: Seek Prop	0	0.0093	0	0	0	0	0	0	0	0.0096	0	0	0	0	0	0	0	0.0051
B: Prop Proc	0.1579	0.0467	0.045	0	0.0667	0	0.0263	0.1111	0.0769	0.0606	0.0476	0	0.1333	0	0	0	0	0.0154
C: Prop U/S Co	0.1053	0.0093	0.027	0	0	0.3333	0	0	0.0769	0.0592	0.0476	0	0.0667	0	0	0	0	0.0564
D: Prop S Cont	0	0.0093	0.009	0	0	0.6667	0	0	0	0.0275	0.0952	0	0	0.3333	0	0	0	0.0103
E: Building	0	0	0	0	0.0667	0	0	0	0	0.0069	0	0	0	0	0	0	0	0.0154
F: Conditional	0	0	0	0	0	0	0	0	0	0.0014	0	0	0	0	0	0	0	0
G: Table U/S	0	0.0654	0	0	0	0	0.0395	0	0	0.0372	0	0	0.0667	0.3333	0	0	0	0.0103
H: Table Spec	0.0526	0	0	0	0	0	0	0.2222	0	0.0041	0	0	0	0	0	0	0	0
I: Seek Reac/F	0.0526	0.028	0.036	0	0	0	0.0132	0	0	0.0069	0	0	0	0	0	0	0	0
J: Support	0.1053	0.3645	0.2793	0.1739	0.4	0	0.25	0.1111	0.1923	0.0675	0.0952	0	0.0667	0	0.6667	0	0	0.1538
K: Disagree	0	0	0.027	0.0652	0	0	0.0132	0	0	0	0	0	0	0	0	0	0	0
L	0	0	0	0.0217	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M: Feel Person	0	0.0093	0	0	0	0	0.0132	0	0	0.0055	0	0	0	0	0	0	0	0.0051
N: Feel Corpor	0	0	0	0	0	0	0	0	0	0.0028	0	0	0	0	0	0	0	0
O	0	0	0.009	0	0	0	0	0	0	0	0	0	0	0	0.3333	0	0	0
P: Grat S/Prai	0	0	0	0	0	0	0	0	0	0.0014	0	0	0	0	0	0	0	0
Q	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
R: Confirm/Agr	0.0526	0.0748	0.0721	0.0652	0.1333	0	0.0789	0	0.2692	0.0193	0	1	0.1333	0	0	0	0	0.0769
S: Clarity Tes	0	0.0187	0.045	0.0217	0.0667	0	0.0132	0	0.0385	0.0138	0.0952	0	0	0	0	0	0	0.1333
T	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U	0	0	0	0	0	0	0	0	0	0.0014	0	0	0	0	0	0	0	0
V: Summary	0	0	0	0	0	0	0.0132	0	0	0.0138	0	0	0	0	0	0	0	0.0154
W: Seek Sitn/P	0.0526	0.028	0.018	0	0	0	0.0263	0	0	0.0165	0	0	0	0	0	0	0	0.0564
X: Sitn/Posn	0.2632	0.0467	0.0811	0.087	0.0667	0	0.1316	0.2222	0.2692	0.4862	0.3333	0	0.2667	0.3333	0	0.3333	0	0.3487
Y: 'INY' Postu	0	0	0	0	0	0	0	0	0	0.0028	0	0	0	0	0	0	0	0
Z: 'YNM' Postu	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ZER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0.009	0	0	0	0.0132	0	0	0.0028	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0.0083	0	0	0	0	0	0	0	0.0051
4	0	0	0	0	0	0	0	0	0	0.0028	0	0	0	0	0	0	0	0.0051
5: Justificati	0.0526	0.0841	0.1802	0.1739	0.1333	0	0.1447	0.1111	0	0.1088	0.2381	0	0.2667	0	0	0.3333	0	0.0513
6	0	0.0093	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7: Give Other	0	0	0	0	0	0	0	0	0	0.0028	0	0	0	0	0	0	0	0.0103
8: Label	0	0	0	0	0	0	0.0132	0	0	0.0014	0	0	0	0	0	0	0	0
9	0.1053	0.1963	0.1622	0.3913	0.0667	0	0.2105	0.2222	0.0769	0.0289	0.0476	0	0	0	0	0.3333	0	0.0256
7: Give Other	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1
8: Label	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9: Interr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

S	T	U	V	W	X	Y	Z	0	1	2	3	4	5	6	7	8	9
0	0	0	0	0.012	0.008	0	0	0	0	0	0	0	0.0035	0	0	0	0
0.0208	0	0	0	0	0.0218	0	0	0	0	0	0	0.2857	0.0176	0	0.2	0	0.0161
0.0208	0	0	0	0.0241	0.0321	0	0	0	0	0.1	0	0	0.0423	0	0	0	0.0023
0	0	0	0	0	0.0092	0	0	0	0	0	0	0	0.0282	0	0	0	0.0023
0	0	0	0	0	0.0057	0	0	0	0	0	0	0	0.0035	0	0	0	0
0	0	0	0	0	0.0011	0	0	0	0	0	0	0	0.0035	0	0	0	0
0.0208	0	0	0	0.012	0.0298	0	0	0	0	0	0	0	0.0211	0	0	0	0
0	0	0	0	0	0.0011	0.2	0	0	0	0	0	0	0	0	0	0	0.0023
0	0	0	0.1333	0	0.0092	0	0	0	0	0.1	0	0	0	0	0	0	0.0023
0	0	0	0.4	0.0482	0.1388	0	0	0	0	0.2	0.1538	0	0.1655	0	0.1	0	0.8041
0.0417	0	0	0	0	0.0046	0.2	0	0	0	0	0	0	0.007	0	0	0	0.0069
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0.0104	0	0	0	0	0.0057	0	0	0	0	0	0	0	0.007	0	0	0	0
0	0	0	0	0	0.0011	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0.012	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0.0023	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0.6354	0	0	0.2	0.0843	0.0528	0	0	0	0	0.1	0.2308	0	0.0246	0	0.1	0	0
0.0104	0	0	0.0667	0.0361	0.0333	0	0	0	0	0	0	0	0.0246	0	0	0.25	0.0115
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0.0011	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0.0035	0	0	0	0
0.0313	0	0	0	0.012	0.0413	0	0	0	0	0	0.0769	0	0.0317	0	0	0	0.0046
0.1979	0	0.5	0	0.6747	0.1778	0.2	0	0	0	0.1	0.0769	0.5714	0.3239	0	0.2	0.5	0.1406
0	0	0	0	0	0.0023	0	0	0	0	0	0	0.1429	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0.0034	0	0	0	0	0.2	0	0	0.0035	0	0	0	0
0	0	0	0	0	0.0034	0	0	0	0	0.1	0	0	0.0035	0	0	0	0
0	0	0	0	0	0.0046	0	0	0	0	0	0	0	0	0	0	0	0
0.0104	0	0.5	0.0667	0.012	0.1353	0.2	0	0	0	0.1	0.1538	0	0.0106	0	0	0.25	0.0069
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.1	0	0
0	0	0	0	0	0.0023	0	0	0	0	0	0	0	0	1	0.3	0	0
0	0	0	0	0	0.0023	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0.1333	0.0723	0.2695	0.2	0	0	0	0	0.3077	0	0.2746	0	0	0	0
1	0	1	1	1	1	1	0	0	0	1	1	1	1	1	1	1	1
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0